

Re: Woodson

① You replied on Fri 3/1/2019 10:03 AM

(b) (6)

(b) (6)

Fri 3/1/2019 9:59 AM

To: Murray, Nicholas A., CIV, NAVWARCOL



I'm sure I could manage a third. These don't take too much time. In the scheme of things. I don't believe my student will be applying so that should not be a problem. But see if you get anyone else first.

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From: Murray, Nicholas A., CIV, NAVWARCOL <nicholas.murray@usnwc.edu>

Sent: Friday, March 1, 2019 9:57 AM

To: (b) (6)

Subject: Re: Woodson

(b) (6),

That is very kind of you. I have asked (b) (6) to double tap volunteers. We have nothing required until May, I think the deadline is then, so we are early for the Woodson. This only came up as we were explicitly asked about the requirements.

Best, and thanks again.

Nick

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From: (b) (6)

Sent: Friday, March 1, 2019 9:54 AM

To: Murray, Nicholas A., CIV, NAVWARCOL

Subject: Re: Woodson

(b) (6)—poor you! :).

Let me know if U get desperate but I I'm already on two committees both on economics.

 Reply   Delete  Junk  Block ...

Nomination for Woodson Award

 You replied on Thu 5/30/2019 3:41 PM

(b) (6)

(b) (6)

Thu 5/30/2019 3:02 PM

To: Murray, Nicholas A., CIV. NAVWARCOL

Cc: (b) (6)

    ...

S&W Paper -

(b) (6)

185 KB

Nick,

Please consider the attached paper for the Woodson Award, nominated by (b) (6) and me. I can provide commentary but assume you want just the paper; if not, let me know. Thanks!

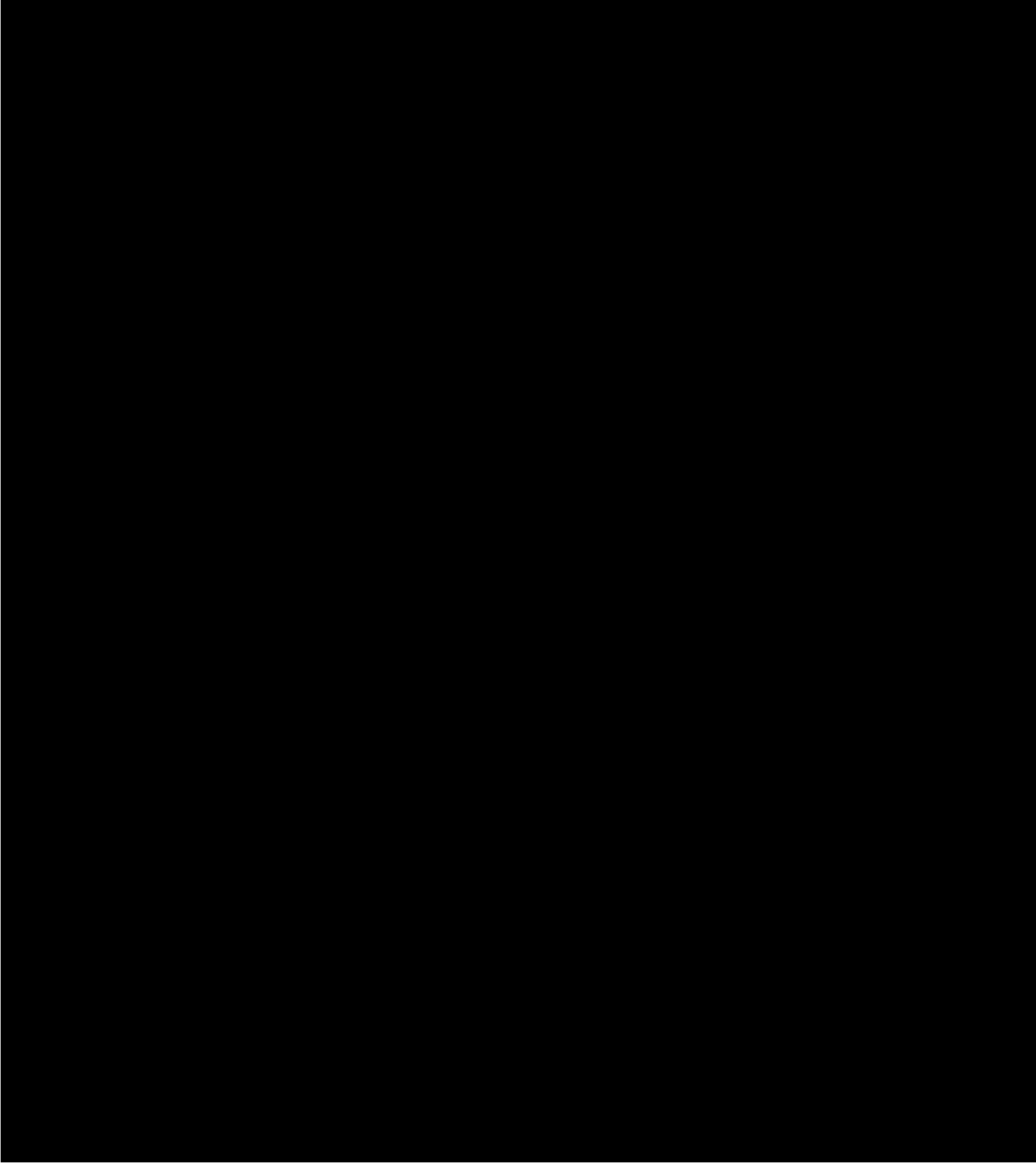
V/R,

(b) (6)

(b) (6)

[Reply](#) | [Reply all](#) | [Forward](#)

(b) (5), (b) (6)



Re: Woodson Prize Submission (1)



Murray, Nicholas A., CIV, NAVWARCOL

Mon 5/11/2020 8:55 AM

To: (b) (6)

(b) (6)



Who was your teaching partner for this submission? I need to make sure we don't have any submitter (or teaching partner), on the committee.

Best
Nick

Nicholas Murray D.Phil., F.R.Hist.S.
Strategy and Policy Department
U.S. Naval War College
<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>
<https://kansaspress.ku.edu/978-0-7006-2676-2.html>

From: (b) (6)

Sent: Sunday, March 1, 2020 4:09 PM

To: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Subject: Woodson Prize Submission (1)

Here's your winner, from my seminar! No need to read the others...

Sincerely,

(b) (6)

Reply | Forward

Re: Woodson Prize Submission (1)



Murray, Nicholas A., CIV, NAVWARCOL

Mon 5/11/2020 9:18 AM

To: (b) (6)



I was able to find it. You and (b) (6) had the student.

She is on the committee, so I need to sort that out.

thanks,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

<https://kansaspess.ku.edu/978-0-7006-2676-2.html>

From: (b) (6)

Sent: Monday, May 11, 2020 9:17 AM

To: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Subject: Re: Woodson Prize Submission (1)

(b) (6) and (b) (6) is who I taught with last time. I'd one of them is on, I'd have to cross check the class roster.

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From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Sent: Monday, May 11, 2020 8:55:48 AM

To: (b) (6)

Subject: Re: Woodson Prize Submission (1)

(b) (6)

Who was your teaching partner for this submission? I need to make sure we don't have any submitter (or teaching partner), on the committee.

Best

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

Re: Woodson Prize: Hold that thought. I found the email

① You replied on Mon 5/11/2020 9:20 AM

(b) (6)

(b) (6)

Mon 5/11/2020 8:56 AM

To: Murray, Nicholas A., CIV, NAVWARCOL; (b) (6)



Nick,

My records show the Woodson board comprises yourself (as Chair), myself, (b) (6) and (b) (6). Is that what you show?

I have no issue briefly and broadly discussing writing awards as per (b) (6) email. You might be better served by writing your board members personally as I plan on doing with the NSA board of which I am Chair.

(b) (6)

From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Sent: Monday, May 11, 2020 8:49 AM

To: (b) (6)

(b) (6)

Subject: Woodson Prize: Hold that thought. I found the email

Dear Guys,

My mistake.

There was an email dealing with this and providing names. Please could you still do the reminder.

best,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

<https://kansaspress.ku.edu/978-0-7006-2676-2.html>

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Re: Woodson Prize: Hold that thought. I found the email

① You forwarded this message on Fri 8/21/2020 10:11 AM



Murray, Nicholas A., CIV, NAVWARCOL

Mon 5/11/2020 9:20 AM



To: (b) (6)

(b) (6)

I have written to (b) (6) this morning to check on the timeline.

I have the same list of members. However, (b) (6) and (b) (6) submitted a student paper for the Woodson: so I will need someone else to avoid any conflict of interest. I know (b) (6) has done it in the past, if familiarity helps.

I plan to write to the committee after bootstrap, but wanted to remind faculty they have until Thursday COB to submit an essay (assuming the deadline in the guidance is still 15 May for me to get everything registered).

Best,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

<https://kansaspress.ku.edu/978-0-7006-2676-2.html>

From: (b) (6)

Sent: Monday, May 11, 2020 8:56 AM

To: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>; (b) (6)

(b) (6)

Subject: Re: Woodson Prize: Hold that thought. I found the email

Nick,

My records show the Woodson board comprises yourself (as Chair), myself, (b) (6) and (b) (6). Is that what you show?

I have no issue briefly and broadly discussing writing awards as per (b) (6) email. You might be better served by writing your board members personally as I plan on doing with the NSA board of which I am Chair.

(b) (6)

Re: Woodson Prize Committee: AD and Civ volunteer needed

📧 You forwarded this message on Fri 8/21/2020 10:11 AM



Murray, Nicholas A., CIV, NAVWARCOL

Mon 5/11/2020 2:41 PM

To: (b) (6)

Hi (b) (6)

Thanks but I just need one civilian now and I think you sent in a nomination.

Best,

Nick

Nicholas Murray, D.Phil., F.R.Hist.S.

Department of Strategy and Policy

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

From: (b) (6)

Sent: Monday, May 11, 2020 2:29:12 PM

To: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Subject: Re: Woodson Prize Committee: AD and Civ volunteer needed

Nick,

What are the dates you'd need help? If it's after 8 June I am in, but before that I don't think I can dedicate enough time to this with two seminars.

Please let me know.

(b) (6)

(b) (6)

From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Sent: Monday, May 11, 2020 12:25 PM

To: S&P All

Subject: Woodson Prize Committee: AD and Civ volunteer needed

Dear All,

As I mentioned this morning in bootstrap, we need two committee members for this award. Duties are to read the anonymous papers, and rank order them. No commentary or other

Re: Woodson Prize: Hold that thought. I found the email

① You replied on Mon 5/11/2020 10:35 AM

(b) (6)

(b) (6)

Mon 5/11/2020 9:46 AM

To: Murray, Nicholas A., CIV, NAVWARCOL; (b) (6)



I also submitted a paper for one of my students.

I'll give you time to address before bootstrap.

(b) (6)

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From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Sent: Monday, May 11, 2020 9:20:27 AM

To: (b) (6)

(b) (6)

Subject: Re: Woodson Prize: Hold that thought. I found the email

(b) (6)

I have written to (b) (6) this morning to check on the timeline.

I have the same list of members. However, (b) (6) and (b) (6) submitted a student paper for the Woodson: so I will need someone else to avoid any conflict of interest. I know (b) (6) has done it in the past, if familiarity helps.

I plan to write to the committee after bootstrap, but wanted to remind faculty they have until until Thursday COB to submit an essay (assuming the deadline in the guidance is still 15 May for me to get everything registered).

Best,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

<https://kansaspess.ku.edu/978-0-7006-2676-2.html>

From: (b) (6)

Sent: Monday, May 11, 2020 8:56 AM

To: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>; (b) (6)

Follow up regarding an article: peer review

📌 You forwarded this message on Wed 4/24/2019 3:06 PM



Murray, Nicholas A., CIV, NAVWARCOL

Wed 4/24/2019 12:57 PM

To: (b) (6)

Dear (b) (6) (If I may),

I called yesterday to ask about an article. I am interested in the series and I am looking at the series for students. In addition, a colleague ((b) (6)) is applying for tenure and listed the piece on her c.v. I should have made this clearer yesterday, but I was unfortunately in a rush and as I am half deaf I sometimes panic on the phone.

Please could you confirm if this paper was peer reviewed.

I have linked the article below, and (b) (6) recommended I email you to follow up.

(b) (6)

Thank you for your time and assistance.

Sincerely,
Nick Murray

Nicholas Murray D.Phil., F.R.Hist.S.
Strategy and Policy Department
U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

<https://kansaspress.ku.edu/978-0-7006-2676-2.html>

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Re: Follow up regarding an article: peer review



Murray, Nicholas A., CIV, NAVWARCOL

Wed 4/24/2019 3:05 PM

To: (b) (6)

Dear (b) (6)

Thank you, that is extremely helpful.

I will pass on your "hello" to (b) (6).

Sincerely,

Nick

Nicholas Murray, D.Phil., F.R.Hist.S.

Department of Strategy and Policy

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

From: (b) (6)

Sent: Wednesday, April 24, 2019 2:07 PM

To: Murray, Nicholas A., CIV, NAVWARCOL

Subject: RE: Follow up regarding an article: peer review

Dear Dr. Murray,

The International Security Program Discussion Papers are vetted and edited by the members of the International Security Program publications team. As a rule, they are not sent out for peer review, but sometimes are.

Discussion Papers published by other parts of the Belfer Center vary in their treatment.

(b) (6) discussion paper was sent out for peer review.

Tell (b) (6) that I said "hello!"

Sincerely,

(b) (6)

Fwd: Follow up regarding an article: peer review

① You forwarded this message on Wed 4/24/2019 3:27 PM



Murray, Nicholas A., CIV, NAVWARCOL

Wed 4/24/2019 3:06 PM

To: (b) (6)
Bcc: (b) (6)

Dear (b) (6)

I confirmed in writing that (b) (6) article was peer reviewed despite the series not normally doing that.

I hope this helps.

Best,

Nick

Nicholas Murray, D.Phil., F.R.Hist.S.

Department of Strategy and Policy

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

From: Murray, Nicholas A., CIV, NAVWARCOL <nicholas.murray@usnwc.edu>

Sent: Wednesday, April 24, 2019 12:57 PM

To: (b) (6)

Subject: Follow up regarding an article: peer review

Dear (b) (6) (If I may),

I called yesterday to ask about an article. I am interested in the series and I am looking at the series for students. In addition, a colleague ((b) (6)) is applying for tenure and listed the piece on her c.v. I should have made this clearer yesterday, but I was unfortunately in a rush and as I am half deaf I sometimes panic on the phone.

Please could you confirm if this paper was peer reviewed.

I have linked the article below, and (b) (6) recommended I email you to follow up.

(b) (6)

Re: Follow up regarding an article: peer review

Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Wed 4/24/2019 5:34 PM

To: (b) (6)

Thank you, I should have been more explicit.

Nick

Nicholas Murray, D.Phil., F.R.Hist.S.

Department of Strategy and Policy

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

From: (b) (6)

Sent: Wednesday, April 24, 2019 5:33 PM

To: Murray, Nicholas A., CIV, NAVWARCOL

Subject: RE: Follow up regarding an article: peer review

Yes, it was successfully peer-reviewed and then published.

From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Sent: Wednesday, April 24, 2019 5:31 PM

To: (b) (6)

Subject: Re: Follow up regarding an article: peer review

Dear (b) (6),

(b) (6) sends his best.

Thank you again, and I am sorry to be a pain but does this count as a successfully peer reviewed publication?

This may be pedantic, but I reread your response as 'the paper was sent out but possibly not accepted with the discussion paper being published anyway.' I suspect I am reading far too much into this, but I am trying to make sure I have this correct.

Thank you again.

Sincerely,

Nick

Nicholas Murray, D.Phil., F.R.Hist.S.

Department of Strategy and Policy

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

From: (b) (6)
Sent: Wednesday, April 24, 2019 2:07 PM
To: Murray, Nicholas A., CIV, NAVWARCOL
Subject: RE: Follow up regarding an article: peer review

Dear (b) (6),

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Discussion Papers published by other parts of the Belfer Center vary in their treatment.

(b) (6) discussion paper was sent out for peer review.

Tel (b) (6) that I said "hello!"

Sincerely,

(b) (6)

From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Sent: Wednesday, April 24, 2019 12:58 PM

To: (b) (6)

Subject: Follow up regarding an article: peer review

Dear (b) (6) (If I may),

I called yesterday to ask about an article. I am interested in the series and I am looking at the series for students. In addition, a colleague ((b) (6)) is applying for tenure and listed the piece on her c.v. I should have made this clearer yesterday, but I was unfortunately in a rush and as I am half deaf I sometimes panic on the phone.

Please could you confirm if this paper was peer reviewed.

I have linked the article below, and (b) (6) recommended I email you to follow up.

(b) (6)

Thank you for your time and assistance.

Sincerely,

Nick Murray

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

<https://kansaspess.ku.edu/978-0-7006-2676-2.html>

Promotion and tenure committee: ethical dilemma

Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Thu 3/7/2019 11:59 AM

To: [REDACTED] (b) (6)

Dear [REDACTED] (b) (6),

I have chosen to forward the following email discussion I had with my chair. I am concerned that we are violating our departmental promotion process.

As you may be aware we are in the middle of a promotion process. A key part of that process is having a faculty member review and comment on the scholarship of the promotion candidate, for the rest of the promotion committee. This report is treated very seriously and carries great weight with the committee. Unfortunately, there is a conflict of interest which [REDACTED] (b) (6) acknowledges.

[REDACTED] (b) (6) is a senior faculty member and he is a vocal proponent of the candidate. He is tasked with the scholarly review of the candidate's work. The ethical problem is that [REDACTED] (b) (6) works as a senior editor at the journal where the promotion candidate published two of her five articles. He has, therefore, been placed in charge of reviewing that same scholarship, which he selected for publication, to see if it is sufficiently good quality to warrant promotion. That presents a clear conflict of interest, because it is impossible for him to offer an objective assessment of what is essentially his own handiwork.

[REDACTED] (b) (6) main argument is that conflicts of interest like this are normal in a department like ours, and that there are no other faculty who could write an evaluation and are not also compromised. That is not true. We have two perfectly qualified people in the department who could comment on the candidate's scholarship, yet [REDACTED] (b) (6) has made clear he will not change his decision.

I am concerned because a conflict of interest could cause the process to fail or create legal difficulties for the college. Given the department's history in these areas, I thought it was important to bring this issue to your attention.

What are my options? Is this something the OGC should weigh in on? If they say it is perfectly above board, I will abide by that decision. I also want to make sure that the department is consistent in the way it treats all faculty.

Sincerely,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Department of Strategy and Policy

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

From: [REDACTED] (b) (6)

Sent: Wednesday, March 6, 2019 6:08 PM

To: Murray, Nicholas A., CIV, NAVWARCOL; [REDACTED] (b) (6)

Subject: Re: Promotion and tenure committee: ethical question

No. You have made your concerns clear, and I do not agree that they require action on my part. In my evaluation of potential reviewers, I believe [REDACTED] (b) (6) to be the most suitable. In terms of transparency, the decision to have [REDACTED] (b) (6) report on [REDACTED] (b) (6) research was reached in a general meeting of the fulls at which you were unfortunately not present.

I have heard your objections, believe that I understand them, but do not agree with your proposed course of action.

Best,

[REDACTED] (b) (6)

[REDACTED] (b) (6)

From: Murray, Nicholas A., CIV, NAVWARCOL

Sent: Wednesday, March 6, 2019 5:49 PM

To: [REDACTED] (b) (6)

Subject: Re: Promotion and tenure committee: ethical question

[REDACTED] (b) (6)

I take this to mean you are refusing to address the conflict of interest which you have acknowledged exists?

Sincerely,

Nick Murray

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From: (b) (6)
Sent: Wednesday, March 6, 2019 5:14 PM
To: Murray, Nicholas A., CIV, NAVWARCOL; (b) (6)
Subject: Re: Promotion and tenure committee: ethical question

Duly noted.

(b) (6)

From: Murray, Nicholas A., CIV, NAVWARCOL
Sent: Wednesday, March 6, 2019 4:34 PM
To: Stone, David R., CIV, NAVWARCOL; (b) (6)
Subject: Re: Promotion and tenure committee: ethical question

(b) (6)

There is a difference between voting on a colleague with whom one might have cooperated on a scholarly project, and being the person formally evaluating someone's scholarly record for the department when there is an a conflict of interest: As you have already acknowledged there is. Your position seems to be that it is not corrupting enough to worry about. There are perfectly qualified faculty in the department without the conflict of interest seen here.

When you presented your case to the department to take the position as chair, you made it clear that you wanted things to be done properly with clarity, fairness, and repeatability. How does knowingly letting someone, with an acknowledged conflict of interest, evaluate another faculty member's work meet the criteria you set out for yourself. This is particularly the case when there are alternative options within the department.

Furthremore, I note that one of (b) (6) referees recused himself from the process of the evaluation of her manuscript as he knew her and had previously evaluated her work. He made it clear he thought this would have tainted the process. He was right.

It is not enough simply to say one is doing the right thing, one has to do it and be seen to do it for the process to be accepted as free and fair.

Sincerely,

Nick

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From: [REDACTED] (b) (6)

Sent: Wednesday, March 6, 2019 4:02 PM

To: Murray, Nicholas A., CIV, NAVWARCOL; [REDACTED] (b) (6)

Subject: Re: Promotion and tenure committee: ethical question

In my view, it is impossible to avoid all connections between tenure and promotion candidates and the people evaluating them. In our own short history of tenure and promotion, for example, we have had faculty evaluating candidates with whom they have co-edited books, and faculty who sit on the editorial board of presses evaluating candidates who publish with those presses. That is on top of the necessary entanglements that arise from teaching in the same department over several years.

The question, then, is whether any particular connection presents an obstacle to reasonably objective evaluation. In this particular case, I find that serving on the editorial team of a leading journal in which a candidate has published, where one individual's views cannot be dispositive, does not demonstrate inability to evaluate work fairly.

You are, of course, free to disagree. Should you find any particular evaluation of a candidate's work to be unfair, either positively or negatively, you are welcome to express those views.

[REDACTED] (b) (6)

[REDACTED] (b) (6)

From: Murray, Nicholas A., CIV, NAVWARCOL

Sent: Wednesday, March 6, 2019 3:27 PM

To: [REDACTED] (b) (6)

Subject: Re: Promotion and tenure committee: ethical question

[REDACTED] (b) (6)

I disagree. He has publicly championed her for his chair, and he is a senior editor on the journal where she published 2 of her 5 pieces.

Last, please can you explain to me how this is not a conflict of interest as simply stating it is not is in no way sufficient.

Sincerely,

Nick

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From: (b) (6)

Sent: Wednesday, March 6, 2019 3:17 PM

To: Murray, Nicholas A., CIV, NAVWARCOL; (b) (6)

Subject: Re: Promotion and tenure committee: ethical question

(b) (6) is indeed taking a role analogous to what was done in previous cases. I do not judge that his taking this role is a serious conflict of interest.

(b) (6)

(b) (6)

From: (b) (6)

Sent: Wednesday, March 6, 2019 3:12 PM

To: (b) (6) (b) (6)

Subject: Re: Promotion and tenure committee: ethical question

Dear (b) (6)

You say (b) (6) is doing something similar. That is, however, not the same as having someone formally look at the previous candidates' scholarship as was the case previously. Either (b) (6) is doing what was done before, in which case there is a clear ethical issue with him formally presenting this to the promotion

committee and faculty. Or he is doing his own thing, and there will be someone else conducting a formal review of the scholarship as there was for (b) (6) and I.

I know the committee and voting faculty are meant to be reading things for themselves anyway, but we had clearly established a procedure that was meant to be repeatable. Are we now not following the procedures we just established?

Sincerely,

Nick

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From: (b) (6)

Sent: Wednesday, March 6, 2019 2:52 PM

To: Murray, Nicholas A., CIV, NAVWARCOL; (b) (6)

Subject: Re: Promotion and tenure committee: ethical question

You and (b) (6) did have people provide feedback on your work for the benefit of the committee and the broader faculty. (b) (6) is doing something similar. But members of the committee and of the department were expected to familiarize themselves with the scholarly work as well and formulate their own judgment.

Best,

(b) (6)

From: Murray, Nicholas A., CIV, NAVWARCOL

Sent: Wednesday, March 6, 2019 2:50 PM

To: (b) (6)

Subject: Re: Promotion and tenure committee: ethical question

(b) (6)

(b) (6) and I both had someone formally review our work as part of the committee process. If (b) (6) review is not formal, who is conducting the formal review of her scholarly work?

Best,

Nick

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From: (b) (6)

Sent: Wednesday, March 6, 2019 2:33 PM

To: Murray, Nicholas A., CIV, NAVWARCOL; (b) (6)

Subject: Re: Promotion and tenure committee: ethical question

I appreciate your concern.

(b) (6) made clear to me some time ago that his journal has published some of (b) (6) work. In my view, his value as someone who works on unconventional warfare and thus has knowledge of the field will make his insights valuable. (b) (6) is not serving on (b) (6) tenure and promotion committee, but instead is offering his evaluation for the committee (and through the committee, the department) to use as it sees fit. Any other member of the department would be free to do the same thing.

Best,

(b) (6)

From: Murray, Nicholas A., CIV, NAVWARCOL

Sent: Wednesday, March 6, 2019 2:29 PM

To: (b) (6)

Subject: Promotion and tenure committee: ethical question

Dear (b) (6) and (b) (6)

I was just told that (b) (6) is acting as the reviewer for (b) (6) scholarly work. I must admit to being shocked as this raises serious ethical problems. I believe (b) (6) is on the board of editors (I think he is deputy editor for the Journal of Strategic Studies) for the journal that published two of her five articles. That presents a conflict of interest.

I would suggest (b) (6) or (b) (6) as replacements.

Sincerely,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.
Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

<https://kansaspress.ku.edu/978-0-7006-2676-2.html>

(b) (6) Allegation: Promotion and tenure committee: ethics complaint 1 of 2

Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Fri 8/21/2020 11:28 AM

To: **(b) (6)**

Note, this went to the Provost (currently suspended indefinitely for inappropriate behavior) who did not respond. I did not follow up, as it was obviously going nowhere.

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

<https://kansaspress.ku.edu/978-0-7006-2676-2.html>

<https://kansaspress.ku.edu/978-0-7006-3025-7.html>

From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Sent: Monday, April 8, 2019 1:45 PM

To: **(b) (6)**

Subject: Fw: Promotion and tenure committee: ethical dilemma

Dear **(b) (6)** and **(b) (6)**

This is the note I sent on 15th March to the Provost. I have had no response.

As you can see from the email trail both **(b) (6)** and **(b) (6)** have accepted there is a conflict of interest, but they argue it is not sufficiently serious to worry. I point out that does not matter. I told them that there should not be even the appearance of a conflict of interest to a reasonable person.

See Federal Legal Code 5 CFR § 2635.101 - Basic obligation of public service: "(14) Employees shall endeavor to avoid any actions creating the appearance that they are violating the law or the ethical standards set forth in this part. Whether particular circumstances create an appearance that the law or these standards have been violated shall be determined from the perspective of a reasonable person with knowledge of the relevant facts.

See (this code applies to the Navy): https://www.ecfr.gov/cgi-bin/text-idx?SID=ae081866712e894ff5485c1617cf3e4c&mc=true&node=pt5.3.3601&rgn=div5#se5.3.3601_1105

Given that both **(b) (6)** and **(b) (6)** in writing, have accepted there is a conflict of interest it seems odd that they would not do something about it. I have the email exchange with **(b) (6)** too.

By the way, Yale has a committee specifically set up to deal with these issues. It is mentioned in their faculty handbook.

Best,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.
Strategy and Policy Department
U.S. Naval War College
<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>
<https://kansaspress.ku.edu/978-0-7006-2676-2.html>

From: Murray, Nicholas A., CIV, NAVWARCOL

Sent: Friday, March 15, 2019 11:53 AM

To: (b) (6)

Cc: (b) (6)

Subject: Promotion and tenure committee: ethical dilemma

Dear (b) (6)

I have been told to lodge my concerns with you.

As you may be aware we are in the middle of a departmental promotion process. A key part of that process is having a faculty member review and comment on the scholarship of the promotion candidate, for the rest of the promotion committee. This report is treated very seriously and carries great weight with the committee. Unfortunately, there is a conflict of interest which (b) (6) and (b) (6) have acknowledged based upon their comments so far (I would be happy to forward the entire email exchange but have chosen not to for reasons of brevity). They have, however, stated the conflict is not serious enough to disqualify (b) (6) from his assessment of the candidate's scholarship. I disagree.

(b) (6) is a senior faculty member and he is a vocal proponent of the candidate. He is tasked with the scholarly review of the candidate's work. The ethical problem is that (b) (6) works as a senior editor at the journal where the promotion candidate published two of her five articles. He has, therefore, been placed in charge of reviewing that same scholarship, which his journal selected for publication, to see if it is sufficiently good quality to warrant promotion. That presents a clear conflict of interest, because it is impossible for him to offer an objective assessment of what is essentially his own handiwork.

That being said even if one accepts (b) (6) and (b) (6) position, why would we accept a conflict of interest which they clearly have acknowledged exists (which is an argument I disagree with)? Furthermore, why would we entertain even the appearance of a conflict of interest when there is no need to have one?

I am concerned because this conflict of interest could cause the process to fail or create legal difficulties for the college. I also want to make sure that the department is consistent in the way it treats all faculty as we are in the process of establishing clear criteria and processes for current and future promotion panels where none have previously existed.

Sincerely,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.
Strategy and Policy Department
U.S. Naval War College
<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

From: (b) (6)

Sent: Friday, March 15, 2019 10:34 AM

To: Murray, Nicholas A., CIV, NAVWARCOL

Cc: (b) (6)

Subject: Re: Promotion and tenure committee: ethical dilemma

Nick,

I appreciate you sending me this correspondence and for your concern with the integrity of the promotion and tenure process. (b) (6) has previously made me aware of your concerns.

I concur with (b) (6) in his assessment that (b) (6) is qualified to provide an appropriate assessment of scholarship and there is not a sufficient conflict of interest as to disqualify him.

Since this is a promotion and tenure issue the logical place to lodge your concerns is with the Provost and Dean of Faculty, (b) (6).

I would also be happy to discuss this issue with you further.

(b) (6)

Re: Results of Interview (FOUO)

Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Mon 2/22/2021 8:03 AM

To: (b) (6) >

Cc: (b) (6)

(b) (6)

Thanks for letting me know. I also have now dug up the emails (and converted them into pdfs) from the Woodson Committee which show that (b) (6) (one of our former Deans) acknowledged he would only be able to serve if he did not submit a student paper, and that (b) (6) was one of several people who had to step down due to a conflict of interest. All of this also shows the alleged 'bullying' took place months before she filed her grievance. I would be happy to provide them.

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray><https://kansaspess.ku.edu/978-0-7006-2676-2.html><https://kansaspess.ku.edu/978-0-7006-3025-7.html><https://www.nebraskapress.unl.edu/potomac-books/9781597975537/><https://kansaspess.ku.edu/978-0-7006-3034-9.html>

From: (b) (6)**Sent:** Monday, February 22, 2021 7:43 AM**To:** Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>**Cc:** (b) (6)**Subject:** Re: Results of Interview (FOUO)

Nick,

Thank you. I will add this to the investigation report.

V/r, (b) (6)

(b) (6)

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From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>**Sent:** Sunday, February 21, 2021 1:15 PM**To:** (b) (6)**Cc:** (b) (6)**Subject:** Re: Results of Interview (FOUO)

Dear (b) (6)

I am not sure this email exchange (att. as a pdf) was part of what I sent you. It is, and it relates to the Belfer Center allegation. I found it as I went through the emails related to the allegations.

Please note, regarding the Belfer Center allegation, (b) (6) indicated he expected us to do our own research on the candidate's scholarship and to come to our own judgement. See email March 6 2019, 2:52pm. The contact with the Belfer center should

be seen in that light, and in light of my allegations of a conflict of interest regarding (b) (6) role. I do not believe we were receiving a consistent or fully accurate answer regarding that specific topic (i.e. Belfer paper).

Last, I thought we only had 15 days to file from when we reasonably could be assumed to know, or when we knew of the problem? In the two allegations against me the filing was months after (b) (6) would have known or could be reasonably assumed to have known. as such, why was the allegation allowed to proceed?

Best,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

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<https://www.nebraskapress.unl.edu/potomac-books/9781597975537/>

<https://kansaspess.ku.edu/978-0-7006-3034-9.html>

From: Murray, Nicholas A., CIV, NAVWARCOL

Sent: Friday, February 12, 2021 12:41 PM

To: (b) (6)

Cc: (b) (6)

Subject: Re: Results of Interview (FOUO)

Dear (b) (6)

Thank you.

I had not seen this. There are a number of inaccuracies. In addition, I will forward the email to the Belfer Center that is referenced. I had no idea I was accused of bullying them. I think the email will speak for itself. I will also provide the email I sent to the committee as my contribution to the discussion, as I was overseas and unable to take part in the meeting directly. This email is the one (b) (6) provided to (b) (6).

Re. (b) (6) Interview:

Paragraph 1: I am a full professor and was at the date of interview. I was selected for tenure on my first attempt, and to full professor on my second attempt. I was previously at the Army Command and General Staff College.

Paragraph 2: I let (b) (6) know that the issue regarded policy-related work that was allowed and included for (b) (6) but not for me or (b) (6). I think it should be included as it was correctly for (b) (6), but previously we were told by the same committee members that it did not count.

Paragraph 3: nothing to add.

Paragraph 4: I received the reports along with all of the other members of the committee. The bar being applied was not close to the one applied to previous candidates. For tenure, I had a book, multiple articles, and my policy work was excluded; (b) (6) had half a dozen peer reviewed articles with top journals and a book contract but was told the book needed to be in print or about to be printed and that his prior policy work did not count (he was promoted at the second attempt after his book was about to come out in print); (b) (6) had no book (just a contract) and less scholarly work than either of us, but her policy work was being included unlike it had been for previous candidates.

Paragraph 5: Both the then chair and Dean accepted there was a conflict of interest, but said they did not feel it was sufficient to remove Tim from assessing (b) (6) work. The relevant email chain was provided to (b) (6) with the links to the relevant guidance which says no conflict of interest is permitted, not even the appearance of one.

Paragraph 6: no issue.

Paragraph 7: (b) (6) did not ask for this email, but I am happy to provide it (I will send it to (b) (6) and (b) (6)). You will note from the email exchange with (b) (6) from the Belfer Center that the Belfer Center does not normally peer review its online articles despite us being told that was the case. The article was peer reviewed by request. I forwarded that fact to the committee chair (b) (6) as this was important in showing the article was indeed peer reviewed given that we were not certain it had been and because we had been given incorrect information regarding that fact.

Paragraph 8: I sent the entire exchange to (b) (6). I asserted that (b) (6) had formally made a complaint to (b) (6), (b) (6) refused to accept that it was a formal complaint despite not being able to explain what a formal complaint would entail. When asked what the procedures were for a formal complaint he accepted there were none. This was brought up at the meeting, and it should be noted that only my comments appear to have been shared with (b) (6).

Paragraph 9: I have been chair of the committee for several years, and as I mentioned to (b) (6) it is and has been standard practice to have faculty who submit their own student's papers step down from judging them because of the risk of a conflict of interest or the appearance of one. Occasionally this is not possible due to the number of papers, or the lack of available faculty, but it has been standard practice for any award committee I have been on.

Sincerely,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

From: (b) (6)
Sent: Friday, February 12, 2021 11:26 AM
To: Murray, Nicholas A., CIV, NAVWARCOL
Cc: (b) (6)
Subject: Results of Interview (FOUO)

(b) (6)

We received the attached Results of Interview which is a summary of the investigating officer's interview of you. It is unclear whether you reviewed this for accuracy; therefore, we wanted to ensure you had an opportunity to review it. Please confirm its accuracy and let us know if you have any corrections.

Thank you.

V/r, (b) (6)

(b) (6)

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Re: In on Monday?

(b) (6)

Mon 6/10/2019 1:54 PM

To: (b) (6)
Cc: (b) (6)

(b) (6),

Both (b) (6) and I are in the HRO C-139.

V/r, (b) (6)

From: (b) (6)

Sent: Monday, June 10, 2019 7:22 AM

To: (b) (6)

Cc: (b) (6)

Subject: Re: In on Monday?

Super. Thanks. I'll shoot for this afternoon. Where is your office these days?

Cheers

(b) (6)

Get [Outlook for iOS](#)

From: (b) (6)

Sent: Monday, June 10, 2019 7:10 AM

To: (b) (6)

Cc: (b) (6)

Subject: Re: In on Monday?

(b) (6)

I'll be in later in the morning. If I'm not in, you can also talk to (b) (6)

V/r, (b) (6)

Get [Outlook for iOS](#)

From: (b) (6)

Sent: Saturday, June 8, 2019 12:34 PM

To: (b) (6)

Subject: In on Monday?

Dear (b) (6),

Are you available at all on Monday?

I have a couple of quick questions for you.

If Monday is bad, is another day better?

Many thanks.

Cheers



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Follow up to phone call re Investigation

(b) (6)

Tue 8/11/2020 12:24 PM

To:

(b) (6)

Cc:

(b) (6)

1 attachments (121 KB)

DON Administrative Grievance System SECNAVINST 12771.2.pdf;

(b) (6)

This is to follow up on what we discussed in our phone call today with (b) (6) to answer your questions.

(b) (6) explained the purpose of the command's investigation to determine the facts and circumstances surrounding the allegations you brought to the NWC's attention in your email of 2 July 2020. You confirmed that you will be available for (b) (6) the investigating officer, to interview you tomorrow (Wednesday, 12 August 2020) at 0900 our time via zoom.

(b) (6) and I also explained to you the various administrative mechanisms/options that I had previously discussed with you. I told you that I would send that information to you in this email as well.

The following are various administrative options we have discussed:

Alternative Dispute Resolution (ADR)/Mediation. The Navy encourages using ADR including mediation to resolve disputes including workplace disputes. You stated in our discussion that you did not think that mediation would be appropriate or beneficial in this situation. If you decide that you would like to request mediation, you may contact (b) (6), NWC Human Resources Specialist, at (b) (6), and she will coordinate that. I have copied (b) (6) for her SA.

Administrative Grievance. We discussed this option before, and you stated that when we previously discussed it, you felt like it was not appropriate at that time. For your awareness, I have attached a copy of the Administrative Grievance System instruction, SECNAVINST 12771.2, that provides detailed information on the policy and process. The informal grievance process may involve ADR (see above). If you do file a formal grievance, you would submit your grievance to the Acting Provost, (b) (6), who would be the deciding official.

Timelines. You have 15 calendar days to file an informal grievance after the after you were notified of the event/action/decision, and then you have 15 calendar days after a decision is made on your informal grievance if you are not satisfied with that decision. If you skip the informal grievance/ADR process, then you have 15 calendar days after you became aware of/were notified of the event/action/decision to submit your formal grievance. See paragraphs (a)(2) and (b)(1) that spell out the timelines for informal and formal grievances. Note: If you file an IG complaint, the grievance process will be suspended until the IG complaint process has concluded. Please let me know if you have any other questions regarding the process.

Equal Employment Opportunity. As I mentioned before and in my 2 July 2020 email, if you want to discuss your rights under EEO, you may contact (b) (6), EEO Specialist, at (b) (6). Per 29 C.F.R. 1614.105(a), you must contact an EEO counselor within 45 calendar days of the date of the alleged discrimination, the effective date of the personnel action involved, or the date you knew or reasonably should have known of the discriminatory event or personnel action.

Navy Inspector General (IG). You have the right to contact the Navy Inspector General. The NWC IG is (b) (6) who may be contacted at (b) (6). Navy IG contact information may also be found on the NWC intranet.

You also have the right to consult with legal counsel at your own cost.

I have also copied (b) (6) and (b) (6) in case I have missed anything. Please let me know if you have any other questions.

V/r, (b) (6)

(b) (6)

(b) (6)

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Pattern of harassment and bullying by colleagues in S&P, corruption of promotion process, damage to department morale

(b) (6)

Thu 7/2/2020 8:33 AM

To: (b) (6)

Dear colleagues,

I write you about this problem with the knowledge of my chair, with whom I consulted this week.

I continue to experience a pattern of harassment and bullying by a few members of the Department of Strategy and Policy. This inappropriate behavior punishes me for no reason. It degrades the department's morale and ability to function. It affects my ability to do my job. It is also likely to again corrupt the promotion process, as it did when I went up for promotion last year and was deferred by the college promotion committee. I am required to apply again this coming academic year. I am concerned about the effects of these hateful campaigns on my reputation in the department and on the likelihood that I will lose my job if two of these abusive faculty members continue their bad behavior. This situation must be corrected to protect the college and the department from costly first-, second-, and third-order effects.

Patterns of harassment and bullying only emerge over time, often by chance, and erratically. Given the known behavior of these three professors, it is likely that there is other evidence of bad behavior that I have not yet learned of. Some or all of this further evidence may well be known to the department generally if not yet to me.

The chairman of my department and the dean are already aware of Nicholas Murray's bullying and harassment campaign. It includes embarrassing the Naval War College by trying to bully the Harvard Kennedy School Belfer Center into falsely claiming that my (b) (6) monograph was not peer reviewed. This was an attempt by Murray to prevent my promotion. This campaign also includes Murray's lie in an email he sent to departmental faculty ahead of the meeting to discuss my promotion. Murray falsely claimed that a student filed a formal complaint against me for misbehavior. Human Resources has no such complaint. Further, that email's content and tone raise questions about Murray's mental stability. This Spring, Murray removed me from the Woodson Prize essay judging committee without a word to me, apparently because my teaching partner and I submitted an essay by one of our students. Keep this in mind if Murray or anyone else suggests that my service commitment is inadequate.

(b) (6) and (b) (6) have also shown a pattern of harassment and bullying.

(b) (6) as chair of my department promotion committee, harassed and bullied me in this role in three specific ways known to me at this time. First, (b) (6) told a colleague that she took the chairpersonship of my promotion committee determined to flip all its members to oppose my promotion. This is an inappropriate and unscholarly position to take ahead of review of the evidence. The fact that (b) (6) failed in this goal in no way mitigates her bad behavior or its damaging effects.

Second, as chair of my promotion committee, she interviewed my teaching partners in an attempt to discover behavior on my part that she could use to support her claim that I should not be promoted. As I understand it, the worst she was able to come up with was an officer saying he didn't know if I liked him. Her behavior is not only outside the parameters of appropriate behavior for a faculty member and a promotion committee chair, it corrupted the promotion process and ignored the actual identified departmental and college criteria for promotion.

Third, at the beginning of this past academic year, I have recently learned, (b) (6) conveyed to my new teaching partner notice that he should take notes on my behavior. This goes beyond bullying and harassment to outright menacing of me and my partner. It interferes in the relationship between my teaching partner and myself. It poisons the atmosphere of the department as well as my reputation and my ability to work with my teaching partner. It also damages my ability to interact effectively with my colleagues no matter how professional my own behavior.

(b) (6) attempts to nurture the frankly bizarre myth that I do not work well with men or military officers has seriously damaged my ability to do my job as well as damaged the morale of the department. She has also used it to distort and corrupt the promotion process, as seen above.

Regarding this myth, I urge the administration and lawyers to refresh their recollection of the oral report that (b) (6) delivered to the senior faculty of my department on this matter several years ago, after teaching with me. (b) (6)

found no evidence of wrongdoing or misbehavior on my part. She did find evidence of bad behavior on the part of the few complaining officers, notably (b) (6) and (b) (6). Then (b) (6) is responsible for not shutting down their public airing of complaints about things like my asking my teaching partner to help me clean the whiteboards in our classroom.

Finally, (b) (6) bullied me by erupting into my office to shout at me about her accusation that I had accused a student of trying to cheat. She mounted a harassment campaign against me, I recently learned, by recounting this false accusation to every faculty member she could find, making her behavior common knowledge in the department. (b) (6) behaved similarly after an email exchange that she initiated about one of my lectures. She spread the lie that I do not take criticism well. This is a serious charge to lay against a scholar. Her accusation was taken serious enough that it was raised in the senior faculty meeting considering my promotion. When I asked the chair after the meeting if he had any concerns I might be able to assuage, he raised this accusation that I do not take criticism well. I shared with him my email exchange with (b) (6), and all other exchanges with colleagues here about my lectures. He said that seeing these documents made it clear that the accusation was unfounded. But her slander remains well known to the rest of the department, damaging my ability to do my job and further corrupting the promotion process. (b) (6) behavior is bad for the morale of the department. It also damages our ability to work together as a team.

I am not providing the identities of my sources to you at this time because they, quite understandably, fear retaliation. (b) (6) is known for her outbreaks of anger and her vindictive behavior toward colleagues. Murray and (b) (6) are also, as their behavior shows, known to act vindictively. (b) (6) too has demonstrated angry outbreaks.

I understand my sources' concern. I fear retaliation myself for making this report to you. I have taken this step because of the evidence recently provided me that these bad behaviors continue. The department's promotion process is already corrupted by these behaviors. New evidence of continuing bad behavior makes it impossible for me to ignore it any more. The fact that my re-application for promotion is coming up only intensifies the danger to me. There is no reason to believe that this bad behavior will cease on its own or that its effects will magically be wiped from the memory of my colleagues. There is also likely to be other examples of this bad behavior that I have yet to learn of.

Finally, I believe that two of these faculty members are motivated by sexism, (b) (6) and (b) (6). I am happy to discuss this and any other aspect of the problem further if you like.

Thank you for your attention to this matter.

Regards,

(b) (6)

Re: Pattern of harassment and bullying by colleagues in S&P, corruption of promotion process, damage to department morale

(b) (6)

Thu 7/2/2020 4:29 PM

To: (b) (6)

Cc: (b) (6)

(b) (6)

No, that is not my understanding. However, you may contact (b) (6) to discuss your concerns if you would like to do so, and he can explain your EEO rights and the process to you.

V/r, (b) (6)

(b) (6)

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From: (b) (6)

Sent: Thursday, July 2, 2020 4:17 PM

To: (b) (6)

Cc: (b) (6)

Subject: Re: Pattern of harassment and bullying by colleagues in S&P, corruption of promotion process, damage to department morale

Dear (b) (6)

Thank you so much for this information.

Does your note to me mean that the problem is now in the hands of the EEO representative and not in the hands of the war college administration?

Many thanks.

Cheers

(b) (6)

From: (b) (6)

Sent: Thursday, July 2, 2020 3:11 PM

To: (b) (6)

Cc: (b) (6)

Subject: Re: Pattern of harassment and bullying by colleagues in S&P, corruption of promotion process, damage to department morale

(b) (6)

(b) (6)

This is to acknowledge receipt of your email. (b) (6) is the EEO representative for the Naval War College, and his contact information is below if you would like to talk to him.

(b) (6)

V/r, (b) (6)

(b) (6)

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From: (b) (6)

Sent: Thursday, July 2, 2020 8:33 AM

To: (b) (6)

Subject: Pattern of harassment and bullying by colleagues in S&P, corruption of promotion process, damage to department morale

Dear colleagues,

I write you about this problem with the knowledge of my chair, with whom I consulted this week.

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(b) (6) and (b) (6) have also shown a pattern of harassment and bullying.

(b) (6), as chair of my department promotion committee, harassed and bullied me in this role in three specific ways known to me at this time. First, (b) (6) told a colleague that she took the chairpersonship of my promotion committee determined to flip all its members to oppose my promotion. This is an inappropriate and unscholarly position to take ahead of review of the evidence. The fact that (b) (6) failed in this goal in no way mitigates her bad behavior or its damaging effects.

Second, as chair of my promotion committee, she interviewed my teaching partners in an attempt to discover behavior on my part that she could use to support her claim that I should not be promoted. As I understand it, the worst she was able to come up with was an officer saying he didn't know if I liked him. Her behavior is not only outside the parameters of appropriate behavior for a faculty member and a promotion committee chair, it corrupted the promotion process and ignored the actual identified departmental and college criteria for promotion.

Third, at the beginning of this past academic year, I have recently learned, (b) (6) conveyed to my new teaching partner notice that he should take notes on my behavior. This goes beyond bullying and harassment to outright menacing of me and my partner. It interferes in the relationship between my teaching partner and myself. It poisons the atmosphere of the department as well as my reputation and my ability to work with my teaching partner. It also damages my ability to interact effectively with my colleagues no matter how professional my own behavior.

(b) (6) attempts to nurture the frankly bizarre myth that I do not work well with men or military officers has seriously damaged my ability to do my job as well as damaged the morale of the department. She has also used it to distort and corrupt the promotion process, as seen above.

Regarding this myth, I urge the administration and lawyers to refresh their recollection of the oral report that (b) (6) delivered to the senior faculty of my department on this matter several years ago, after teaching with me. (b) (6) found no evidence of wrongdoing or misbehavior on my part. She did find evidence of bad behavior on the part of the few complaining officers, notably (b) (6) and (b) (6). Then (b) (6) is responsible for not shutting down their public airing of complaints about things like my asking my teaching partner to help me clean the whiteboards in our classroom.

Finally, (b) (6) bullied me by erupting into my office to shout at me about her accusation that I had accused a student of trying to cheat. She mounted a harassment campaign against me, I recently learned, by recounting this false accusation to every faculty member she could find, making her behavior common knowledge in the department. (b) (6) behaved similarly after an email exchange that she initiated about one of my lectures. She spread the lie that I do not take criticism well. This is a serious charge to lay against a scholar. Her accusation was taken serious enough that it was raised in the senior faculty meeting considering my promotion. When I asked the chair after the meeting if he had any concerns I might be able to assuage, he raised this accusation that I do not take criticism well. I shared with him my email exchange with (b) (6), and all other exchanges with colleagues here about my lectures. He said that seeing these documents made it clear that the accusation was unfounded. But her slander remains well known to the rest of the department, damaging my ability to do my job and further corrupting the promotion process. (b) (6) behavior is bad for the morale of the department. It also damages our ability to work together as a team.

I am not providing the identities of my sources to you at this time because they, quite understandably, fear retaliation. (b) (6) is known for her outbreaks of anger and her vindictive behavior toward colleagues. Murray and (b) (6) are also, as their behavior shows, known to act vindictively. (b) (6) too has demonstrated angry outbreaks.

I understand my sources' concern. I fear retaliation myself for making this report to you. I have taken this step because of the evidence recently provided me that these bad behaviors continue. The department's promotion process is already corrupted by these behaviors. New evidence of continuing bad behavior makes it impossible for me to ignore it any more. The fact that my re-application for promotion is coming up only intensifies the danger to me. There is no reason to believe that this bad behavior will cease on its own or that its effects will magically be wiped from the memory of my colleagues. There is also likely to be other examples of this bad behavior that I have yet to learn of.

Finally, I believe that two of these faculty members are motivated by sexism, (b) (6) and Murray. I am happy to discuss this and any other aspect of the problem further if you like.

Thank you for your attention to this matter.

Regards,

(b) (6)



DEPARTMENT OF THE NAVY

U.S. NAVAL WAR COLLEGE
686 CUSHING RD
NEWPORT RHODE ISLAND 02841-1207

12700
Ser N01/0469
10 Jul 20

From: President, U.S. Naval War College
To: (b) (6)

Subj: PRE-ACTION INVESTIGATION APPOINTING LETTER

Ref: (a) SECNAVINST 12752.1A
(b) 5 U.S.C. § 7513

Encl: (1) Administrative Investigations Guide
(2) Sample investigation report

1. This appoints you, per references (a) and (b), to inquire into the facts and circumstances surrounding allegations of harassment and bullying that occurred in or around 2019 at the U.S. Naval War College (NWC), Newport, RI.
2. Guidance on conducting a pre-action investigation is provided in enclosures (1) and (2). Prior to beginning your investigation, you are requested to consult with (b) (6), for specific guidance. (b) (6) may be reached by phone at: (b) (6) or via email at: (b) (6).
3. You are not to make any opinions or recommendations based on the facts and circumstances of the incident. Report your findings of fact to (b) (6), NWC Chief of Staff no later than 24 July 2020 unless granted an extension of time.
4. (b) (6), NWC Staff Judge Advocate, is available to provide legal advice and may be reached by phone at: (b) (6) or via email at: (b) (6).

(b) (6)

Copy to:
HRO
Provost

16 Mar 21

From: (b) (6)
To: Interim Provost
Via: (1) Command Counsel
(2) Deputy to the Provost/Director of Mission Support

Subj: PRE-ACTION INVESTIGATION ICO ALLEGATIONS OF HARASSMENT IN
STRATEGY AND POLICY DEPARTMENT

Ref: (a) SECNAVINST 12752.1A
(b) Appointing Order of 5 Aug 20
(c) PNWC EEO Policy Statement of 25 Jul 16

Encl: (1) (b) (6) of Pre-Action Investigation of 2 Oct 20
(2) Corrections and information provided by Murray of 12-22 Feb 21
(3) Corrections and information provided by (b) (6) on 16 Feb 21
(4) Corrections provided by Stone on 12 Feb 21
(5) Draft endorsement

BLUF: (b) (6) pre-action investigation determined (b) (6) allegations were unsubstantiated. (b) (6) recommended further investigation into (b) (6) allegations of systemic "sexism" in the Strategy and Policy (S&P) department in enclosure (29) to reference (c).

1. Background information.

a. Pursuant to references (a) and (b), (b) (6), conducted a pre-action investigation into allegations made by (b) (6) that she was harassed (non-sexual) and bullied throughout the promotion and tenure process in 2019, which resulted in her non-selection for promotion and tenure. (b) (6) report is attached as enclosure (1). Specifically, (b) (6) named (b) (6), Professor Nicholas Murray, and (b) (6), whose name is now (b) (6). All faculty members work in the S&P department. Due to logistical and availability issues, (b) (6) (b) (6) was the third investigating officer (IO) appointed to conduct the investigation. Additionally, issues caused by COVID-19 and (b) (6) transition from active duty to retirement resulted in the investigation taking longer to complete. The last results of interviews were received on 4 February 2021.

b. It is my understanding that due to logistical and/or connectivity issues, (b) (6) was unable to give (b) (6) and Professors Murray, (b) (6), and (b) (6) the opportunity to review the results of their interviews. Therefore, I forwarded (b) (6) Results of Interview (ROIs) to them for their review and confirmation or correction. After consulting with (b) (6), I did not send (b) (6) ROI to her for review because (b) (6) (b) (6) included commentary on the interview.

Subj: PRE-ACTION INVESTIGATION ICO ALLEGATIONS OF HARASSMENT IN
STRATEGY AND POLICY DEPARTMENT (FOUO – PRIVACY SENSITIVE)

Both (b) (6) and (b) (6) confirmed their ROIs. (b) (6) provided corrections on his ROI. (b) (6) and Murray provided information some of which is redundant to what is in the report. The additional information and corrections/clarifications provided by Murray, (b) (6) are attached as enclosures (2) – (4). The corrections and additional information they provided do not substantively change the report.

Note: The FY19 S&P Promotion and Tenure (P&T) committee recommended (b) (6) for promotion, but she was not selected. Those faculty who were appointed prior to the implementation of the NWC P&T policy may have a second opportunity to apply for promotion and/or tenure. (b) (6) submitted her second promotion and tenure application, which is being processed now. The S&P P&T committee was scheduled to meet and consider her second application on 16 February 2021; however, it was rescheduled to 19 February 2021 because Acting S&P Chair (b) (6) had some questions regarding the process and guidance he had previously given. A separate memo will address the issues concerning the S&P P&T process.

2. In enclosure (1), (b) (6) methodically and specifically addresses each of (b) (6) allegations against Murray, (b) (6), respectively. He did not substantiate any of (b) (6) allegations. Among his numerous findings, (b) (6) determined that actions taken by (b) (6) and Murray during (b) (6) promotion and tenure process were not prohibited by NWC policy or any other policy, regulation, or law. Enclosures (23) and (30) of (b) (6) (b) (6) investigation report consist of the written guidance provided to the S&P P&T committee, and this guidance did not address nor did it prohibit conducting independent verification or investigation into an applicant's qualifications for promotion and/or tenure. Some of the information they discovered that was added to the S&P committee's recommendation on (b) (6) application for promotion and tenure was positive for (b) (6). (b) (6) determined that (b) (6) and (b) (6) had a disagreement on how to handle questions by students, and that (b) (6) behavior did not constitute harassment or bullying. He further found that (b) (6) appears to be easily offended by criticism even if it is constructive.

3. Per reference (c), harassment includes behavior such as unwelcome verbal or physical conduct based upon a legally-protected characteristic such as race, color, sex (sexual and non-sexual), age, national origin, disability, religion, reprisal, sexual orientation, marital status, political affiliation, genetic information, and parental status. Behavior such as ridicule, abuse, insults, or derogatory comments become harassing conduct when it adversely affects the employee's work environment or when an employment decision affecting the employee is based upon the employee's acceptance or rejection of the harassing conduct. According to reference (c), any behavior that may have been unwelcome would not have been based on any of the above-mentioned legally-protected characteristics. Furthermore, (b) (6) found that none of the individuals mentioned above bullied, harassed, or slandered (b) (6).

4. Allegation of sexism/gender discrimination. After (b) (6) interviewed (b) (6), (b) (6) provided him a list of incidences that she documented and stated that there is "departmental sexism" in S&P. See enclosure (29) of the report in enclosure (1). Due to this allegation being beyond the scope of the original appointing order, it was not investigated.

Subj: PRE-ACTION INVESTIGATION ICO ALLEGATIONS OF HARASSMENT IN
STRATEGY AND POLICY DEPARTMENT (FOUO – PRIVACY SENSITIVE)

5. Options and recommendations. The following are possible options on how to proceed, which are not mutually exclusive.

a. PNWC sign the draft endorsement, enclosure (5), accepting the findings of enclosure (1). Recommend that someone in a leadership position (e.g., DOA, Provost brief (b) (6) on findings that the conduct of Murray, (b) (6) may not have been best practices but it did not constitute bullying or harassment, and that additional procedures that have been implemented along with HR providing guidance to all promotion and tenure committees to ensure consistency.

b. PNWC or Provost can convene an investigation into the allegations of “sexism” or gender discrimination in the S&P department. Recommend convening a comprehensive investigation into the climate of the S&P department.

c. Chair, S&P department can work with a mediator to execute a department-wide conflict resolution stand down. Dean of Academics supports this. Recommend talking with (b) (6) who is a certified DoD mediator to see if he can conduct a conflict resolution session for S&P or if he can recommend another mediator.

6. Please let me know if you have any additional questions.

Very respectfully,

//S//

(b) (6)

Re: Results of Interview (FOUO)

Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Mon 2/22/2021 8:03 AM

To: (b) (6)
Cc: (b) (6)

(b) (6),

Thanks for letting me know. I also have now dug up the emails (and converted them into pdfs) from the Woodson Committee which show that (b) (6) (one of our former Deans) acknowledged he would only be able to serve if he did not submit a student paper, and that (b) (6) was one of several people who had to step down due to a conflict of interest. All of this also shows the alleged 'bullying' took place months before she filed her grievance. I would be happy to provide them.

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray><https://kansaspess.ku.edu/978-0-7006-2676-2.html><https://kansaspess.ku.edu/978-0-7006-3025-7.html><https://www.nebraskapress.unl.edu/potomac-books/9781597975537/><https://kansaspess.ku.edu/978-0-7006-3034-9.html>

From: (b) (6)

Sent: Monday, February 22, 2021 7:43 AM

To: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Cc: (b) (6)

Subject: Re: Results of Interview (FOUO)

Nick,

Thank you. I will add this to the investigation report.

V/r, (b) (6)

(b) (6)

This e-mail is For Official Use Only, is confidential, intended only for the named recipient(s) above and may contain information that is privileged, attorney work product, privacy sensitive or that is otherwise exempt from disclosure under applicable law. Any misuse or unauthorized disclosure of privacy sensitive information may result in civil and criminal penalties. If you have received this message in error, or are not the named recipient(s), please immediately notify the sender and delete this e-mail message from your computer. Thank you.

From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Sent: Sunday, February 21, 2021 1:15 PM

To: (b) (6)

Cc: (b) (6)

Subject: Re: Results of Interview (FOUO)

Dear (b) (6),

I am not sure this email exchange (att. as a pdf) was part of what I sent you. It is, and it relates to the Belfer Center allegation. I found it as I went through the emails related to the allegations.

Please note, regarding the Belfer Center allegation, (b) (6) indicated he expected us to do our own research on the candidate's scholarship and to come to our own judgement. See email March 6 2019, 2:52pm. The contact with the Belfer center should

be seen in that light, and in light of my allegations of a conflict of interest regarding (b) (6) role. I do not believe we were receiving a consistent or fully accurate answer regarding that specific topic (i.e. Belfer paper).

Last, I thought we only had 15 days to file from when we reasonably could be assumed to know, or when we knew of the problem? In the two allegations against me the filing was months after (b) (6) would have known or could be reasonably assumed to have known. as such, why was the allegation allowed to proceed?

Best,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

<https://kansaspess.ku.edu/978-0-7006-2676-2.html>

<https://kansaspess.ku.edu/978-0-7006-3025-7.html>

<https://www.nebraskapress.unl.edu/potomac-books/9781597975537/>

<https://kansaspess.ku.edu/978-0-7006-3034-9.html>

From: Murray, Nicholas A., CIV, NAVWARCOL

Sent: Friday, February 12, 2021 12:41 PM

To: (b) (6)

Cc: (b) (6)

Subject: Re: Results of Interview (FOUO)

Dear (b) (6),

Thank you.

I had not seen this. There are a number of inaccuracies. In addition, I will forward the email to the Belfer Center that is referenced. I had no idea I was accused of bullying them. I think the email will speak for itself. I will also provide the email I sent to the committee as my contribution to the discussion, as I was overseas and unable to take part in the meeting directly. This email is the one (b) (6) provided to (b) (6).

Re. (b) (6) Interview:

Paragraph 1: I am a full professor and was at the date of interview. I was selected for tenure on my first attempt, and to full professor on my second attempt. I was previously at the Army Command and General Staff College.

Paragraph 2: I let (b) (6) know that the issue regarded policy-related work that was allowed and included for (b) (6) but not for me or (b) (6). I think it should be included as it was correctly for (b) (6), but previously we were told by the same committee members that it did not count.

Paragraph 3: nothing to add.

Paragraph 4: I received the reports along with all of the other members of the committee. The bar being applied was not close to the one applied to previous candidates. For tenure, I had a book, multiple articles, and my policy work was excluded; Anand had half a dozen peer reviewed articles with top journals and a book contract but was told the book needed to be in print or about to be printed and that his prior policy work did not count (he was promoted at the second attempt after his book was about to come out in print). (b) (6) (b) (6) had no book (just a contract) and less scholarly work than either of us, but her policy work was being included unlike it had been for previous candidates.

Paragraph 5: Both the then chair and Dean accepted there was a conflict of interest, but said they did not feel it was sufficient to remove (b) (6) from assessing (b) (6) work. The relevant email chain was provided to (b) (6) with the links to the relevant guidance which says no conflict of interest is permitted, not even the appearance of one.

Paragraph 6: no issue.

Paragraph 7: (b) (6) did not ask for this email, but I am happy to provide it (I will send it to (b) (6) and (b) (6)). You will note from the email exchange with (b) (6) from the Belfer Center that the Belfer Center does not normally peer review its online articles despite us being told that was the case. The article was peer reviewed by request. I forwarded that fact to the committee chair (b) (6) as this was important in showing the article was indeed peer reviewed given that we were not certain it had been and because we had been given incorrect information regarding that fact.

Paragraph 8: I sent the entire exchange to (b) (6). I asserted that (b) (6) had formally made a complaint to (b) (6). (b) (6) refused to accept that it was a formal complaint despite not being able to explain what a formal complaint would entail. When asked what the procedures were for a formal complaint he accepted there were none. This was brought up at the meeting, and it should be noted that only my comments appear to have been shared with (b) (6).

Paragraph 9: I have been chair of the committee for several years, and as I mentioned to (b) (6) it is and has been standard practice to have faculty who submit their own student's papers step down from judging them because of the risk of a conflict of interest or the appearance of one. Occasionally this is not possible due to the number of papers, or the lack of available faculty, but it has been standard practice for any award committee I have been on.

Sincerely,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

From: (b) (6)
Sent: Friday, February 12, 2021 11:26 AM
To: Murray, Nicholas A., CIV, NAVWARCOL
Cc: (b) (6)
Subject: Results of Interview (FOUO)

Nick,

We received the attached Results of Interview which is a summary of the investigating officer's interview of you. It is unclear whether you reviewed this for accuracy; therefore, we wanted to ensure you had an opportunity to review it. Please confirm its accuracy and let us know if you have any corrections.

Thank you.

V/r, (b) (6)

(b) (6)

This e-mail is For Official Use Only, is confidential, intended only for the named recipient(s) above and may contain information that is privileged, attorney work product, privacy sensitive or that is otherwise exempt from disclosure under applicable law. Any misuse or unauthorized disclosure of privacy sensitive information may result in civil and criminal penalties. If you have received this message in error, or are not the named recipient(s), please immediately notify the sender and delete this e-mail message from your computer. Thank you.

From: (b) (6)
To: (b) (6)
RE: Corrections for RIO (b) (6) concerning (b) (6) allegations of harassment and bullying
Date: 16 February 2021

I am responding to (b) (6) 12 February 2021 email requesting that I provide any corrections to "Results of Interview: (b) (6); Date of Interview: 24 August 2020; Location: Zoom"

The investigator was very thorough, but the academic promotion process is both complicated and unfamiliar to military officers, so I have a variety of corrections.

Page 1, paragraph 1. Please change "First female professor in the department." to "Only female professor in the department when she was hired."

Background information: I was not the first female professor in the Strategy & Policy Department. Perhaps I was the second. I was the only female professor in the department when I was hired.

Page 1, paragraph 2. Please delete "It was her first position as a professor."

Background: (b) (6) first academic position was not at the NWC. She taught at the (b) (6).

Page 1, paragraph 2. Please change "overall performed poorly in her lecture and seminars." to "overall performed poorly in her lectures and had a mixed seminar record."

Background information: Her seminar performance was mixed—sometimes very good, but more often well below average. She was assigned strong military co-moderators to compensate for her teaching problems. Typically her military co-moderators received higher student evaluations than she did.

Page 1, paragraph 2. Please change: "(b) (6) efforts to help were not welcomed and were usually greeted with defensive pushback. Was told more than once 'it's not me, it's them'" to "(b) (6) efforts were often greeted with defensive pushback."

Page 1, last paragraph: Please change: "The absence of any book or one under contract to be published would have killed any chance of tenure and promotion." to "Without a book or one under contract, it was debatable whether her publications met the bar for promotion; but with the book contract in a very prestigious series, there was no question that her publications met the bar."

Page 1, last paragraph: Please change "(b) (6) contacted Cornell University Press via phone and email" to "(b) (6) contacted Cornell University Press via email"

Page 2, paragraph 1: Please change “(b) (6) informed the other committee members and had it added to the scholarship report.” to “(b) (6) informed the other committee members and added this information to the scholarship section of her report as chair of the S&P tenure committee.”

Background information: Although all tenure committee members had access to the book manuscript (which I read), (b) (6) report on (b) (6) scholarship contains no reference the manuscript. I immediately informed (b) (6), the rest of the tenure committee, and the chair of the Strategy & Policy Department of (b) (6) decision to publish.

This is what I added to my report, as chair of the tenure committee, to section 4a on scholarship: “Even more significant, Cornell University Press has just agreed to publish her book manuscript, (b) (6) ‘ Cornell University Press publishes the top book series in the field of International Relations. (b) (6) of Columbia University and (b) (6) of Harvard University both reviewed and recommended the manuscript for publication. They are internationally known, top scholars in the field of International relations. Each year the series editor receives about 150 proposals but publishes only six or seven. (b) (6) is one of the six or seven.”

The manuscript’s title was “(b) (6) Cornell University Press has since changed the title to publish as “(b) (6)” due out in April 2021 (according to amazon.com).

Page 2, paragraph 1: Please change “unlikely” to “unclear” to read “(b) (6) points out that had she not done this, it is **unclear** the committee would have recommended her tenure and promotion.”

Page 2, last paragraph. There is absolutely no place for bullying or harassment at the Naval War College, by men or by women. I have suggested to colleagues in general to keep records concerning any instances of a hostile work environment. I have recommended in faculty meetings that we keep accurate records. Documenting a problem is the first step toward fixing it. (b) (6) has received more mentoring than any junior faculty member in my memory—we all wanted her to succeed. Her unjustified accusations of bullying and harassment are her reply.

Results of Interview:

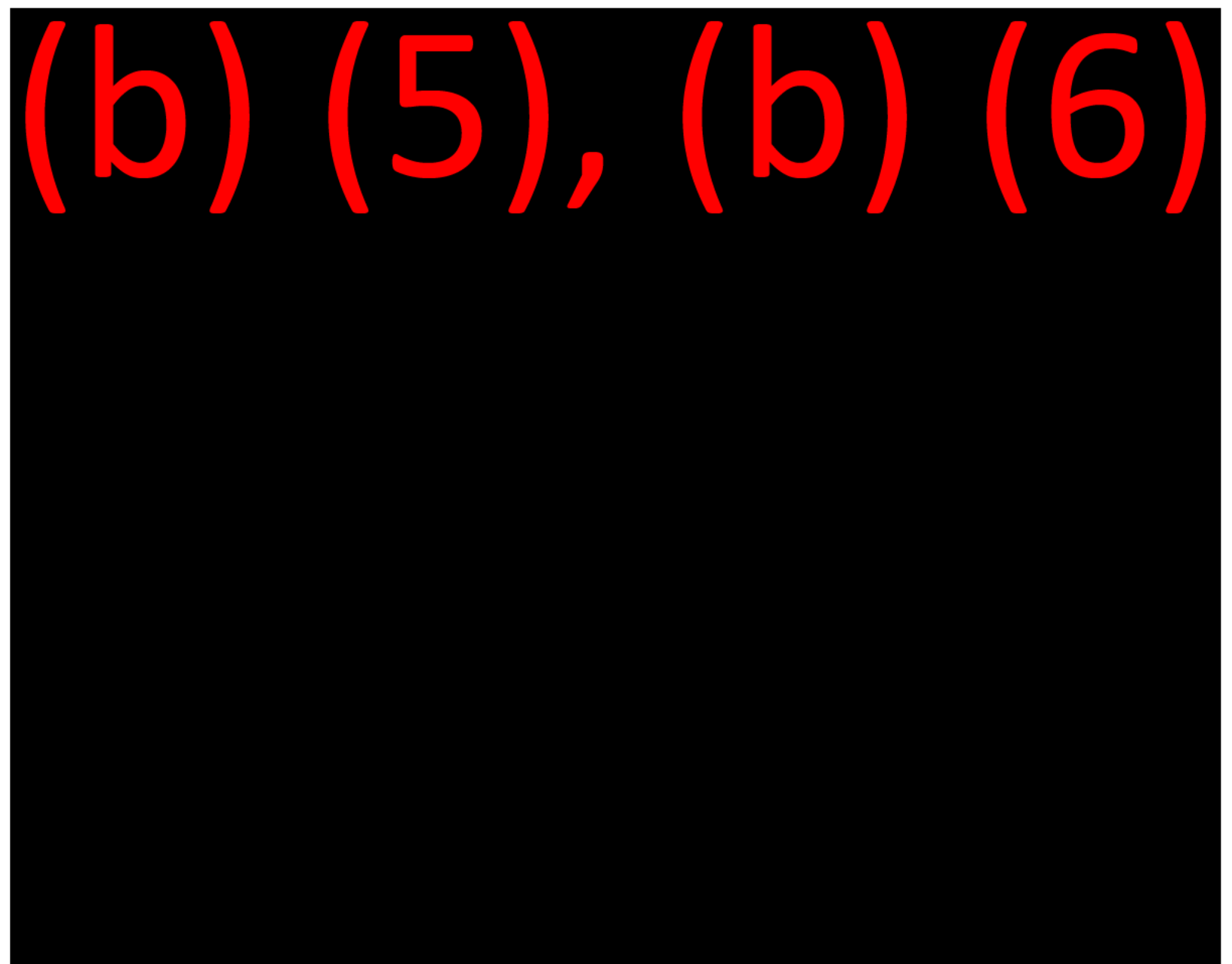
(b) (6)

Date: 20 Aug 20

Location: Zoom

(b) (5), (b) (6)

(b) (5), (b) (6)





DEPARTMENT OF THE NAVY

U.S. NAVAL WAR COLLEGE
686 CUSHING RD
NEWPORT RHODE ISLAND 02841-1207

12700
Ser N01/0511
5 Aug 20

From: President, U.S. Naval War College

To: (b) (6)

Subj: PRE-ACTION INVESTIGATION APPOINTING LETTER

Ref: (a) SECNAVINST 12752.1A
(b) 5 U.S.C. § 7513

Encl: (1) Administrative Investigations Guide
(2) Sample investigation report

1. This appoints you, per references (a) and (b), to inquire into the facts and circumstances surrounding allegations of harassment and bullying that occurred in or around 2019 at the U.S. Naval War College (NWC), Newport, RI.
2. Guidance on conducting a pre-action investigation is provided in enclosures (1) and (2). Prior to beginning your investigation, you are requested to consult with (b) (6), for specific guidance. (b) (6) may be reached by phone at: (b) (6) or via email at: (b) (6).
3. You are not to make any opinions or recommendations based on the facts and circumstances of the incident. Report your findings of fact to (b) (6), NWC Chief of Staff no later than 25 Aug 20 unless granted an extension of time.
4. (b) (6), the NWC Staff Judge Advocate, is available to provide legal advice and may be reached by phone at: (b) (6) or via email at: (b) (6).

(b) (6)

Copy to:
HRO
Provost



DEPARTMENT OF THE NAVY

U.S. NAVAL WAR COLLEGE
686 CUSHING RD
NEWPORT RHODE ISLAND 02841-1207

12700
Ser N01/0174
16 Apr 21

FIRST ENDORSEMENT on (b) (6) USN ltr of 2 Oct 20

From: President, Naval War College

Subj: PRE-ACTION INVESTIGATION ICO ALLEGATIONS OF HARASSMENT IN
STRATEGY AND POLICY DEPARTMENT

1. Concur with the findings of the investigating officer.
2. The following actions are directed:
 - a. Chair, Strategy & Policy department shall coordinate and ensure that all military and civilian employees in S&P participate in group conflict resolution no later than 30 June 2021.
 - b. A separate command investigation will be convened to look into the climate of S&P including additional allegations of gender discrimination.

(b) (6)

Copy to:
Provost
Dean, Academics
Chair, S&P
NWC HRO
NWC Command Counsel

FOR OFFICIAL USE ONLY

(b) (6)

Re: REQUEST FOR INTERVIEW (draft response)

(b) (6)

Tue 8/18/2020 2:28 PM

To: (b) (6)

I'll call (b) (6) and then you. What number for you?

(b) (6)

From: (b) (6)

Sent: Tuesday, August 18, 2020 2:27 PM

To: (b) (6)

Subject: RE: REQUEST FOR INTERVIEW (draft response)

I am.

V/r

(b) (6)

FOR OFFICIAL USE ONLY – PRIVACY SENSITIVE: ANY MISUSE OR UNAUTHORIZED DISCLOSURE MAY RESULT IN BOTH CIVIL AND CRIMINAL PENALTIES.

-----Original Message-----

From: (b) (6)

Sent: Tuesday, August 18, 2020 2:27 PM

To: (b) (6)

(b) (6)

Subject: Re: REQUEST FOR INTERVIEW (draft response)

(b) (6)

Are you and (b) (6) available now? Spoke with (b) (6) again and (b) (6). We can speak on phone.

(b) (6)

From: (b) (6)

Sent: Tuesday, August 18, 2020 2:14 PM

To: (b) (6)

Subject: RE: REQUEST FOR INTERVIEW (draft response)

(b) (6)

This looks good. I suspect he will have follow questions, but we shall see.

V/r

(b) (6)

(b) (6)

FOR OFFICIAL USE ONLY – PRIVACY SENSITIVE: ANY MISUSE OR UNAUTHORIZED DISCLOSURE MAY RESULT IN BOTH CIVIL AND CRIMINAL PENALTIES.

-----Original Message-----

From: (b) (6)

Sent: Tuesday, August 18, 2020 1:26 PM

To: (b) (6)

(b) (6)

Subject: Re: REQUEST FOR INTERVIEW (draft response)

Draft response to Nick Murray:

(b) (6)

As (b) (6) responded to you, this is a fact finding administrative inquiry. If you are asking about your options regarding this interview, as a federal employee, you are required to cooperate in this investigation because this is an administrative investigation (not a criminal investigation). You are also required to provide truthful answers. Please be aware that refusing to cooperate and/or providing answers that are not truthful could result in disciplinary action. (b) (6) will go over what is known as Kalkines Warnings that include the above information.

If I didn't understand your question, please let me know and I will do my best to answer any additional questions you may have.

V/r, (b) (6)

(b) (6)

(b) (6)

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From: (b) (6)

Sent: Tuesday, August 18, 2020 11:55 AM

To: (b) (6)

(b) (6)

Subject: Fw: REQUEST FOR INTERVIEW

Dear (b) (6)

It appears I might have been accused of bullying. I have to say that I am extremely upset by this, and would like to know what my options are regarding this request for an interview.

Please could you let me know.

(b) (6)

Thank you,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murra>> <https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

<https://kansaspess.ku.edu/978-0-7006-2676-2.html>

<https://kansaspess.ku.edu/978-0-7006-3025-7.html>

From: (b) (6)
Sent: Tuesday, August 18, 2020 11:31 AM
To: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>
Cc: (b) (6)
Subject: Re: REQUEST FOR INTERVIEW

Nick,

This is an administrative inquiry to gather facts. Amongst her allegations there is a situation that I will need to speak to you about. Regarding your options, please feel free address that with (b) (6)

R (b) (6)

Get Outlook for iOS <<https://aka.ms/o0ukef>> _____

From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>
Sent: Tuesday, August 18, 2020 5:00:11 PM
To: (b) (6)
Subject: Re: REQUEST FOR INTERVIEW

(b) (6)

Have I been accused of harassing or bullying her? Am I being investigated? If so, this is the first I have heard and I would like to consider my options.

Best,

Nick

Nicholas Murray, D.Phil., F.R.Hist.S.
Department of Strategy and Policy
U.S. Naval War College
<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

(b) (6)

From: (b) (6)
Sent: Tuesday, August 18, 2020 10:25 AM
To: Murray, Nicholas A., CIV, NAVWARCOL
Subject: REQUEST FOR INTERVIEW

(b) (6)

Per the attached document, I have been assigned as an investigating officer by the Naval War College to inquire into the facts and circumstances surrounding allegations of workplace harassment and bullying that have been made by (b) (6)

I will need to speak with you regarding her allegations. Would it be possible for us to speak sometime on Friday? I am doing the interviews from home via zoom or over the phone. I am physically located in Naples, Italy, so will be six hours ahead of you.

Please advise if Friday works for you and tell me what time is best for your schedule. In the alternative, we could also speak on next Monday. We will plan for no more than an hour.

Be advised, you should not speak to (b) (6) or any other member of the department prior to our conversation.

If you have any questions regarding the investigation or my role, you may direct them to (b) (6) or (b) (6). The contact information for (b) (6) and (b) (6) is in the attached appointing order.

Thank you and I look forward to speaking with you.

(b) (6)

(b) (6)

(b) (6)

Re: REQUEST FOR INTERVIEW - Draft response (FOUO)

(b) (6)

Wed 8/19/2020 7:09 AM

To: (b) (6)

Looks good (b) (6)

(b) (6)

From: (b) (6)

Sent: Tuesday, August 18, 2020 5:59 PM

To: (b) (6)

(b) (6)

Subject: Re: REQUEST FOR INTERVIEW - Draft response (FOUO)

Draft response to (b) (6) FYSA -- have received email from (b) (6) now but have not read it yet....

Nick,

(b) (6) role is to gather the facts from all parties involved, so that NWC leadership may better make informed decisions. You may provide whatever information, documentation, etc., that you think will be useful to (b) (6) inquiry. You may have a better idea of what to provide to him once you have spoken with him. I presume he will also ask you if there is anyone else you think he should interview so that he may conduct a complete investigation to take into consideration all parties' perceptions.

I am sorry that you are feeling distressed. Please know that the DON Civilian Employee Assistance Program is a resource that is available to you if you would like to talk to someone (available 24/7). It is confidential, and they do not disclose to the command who contacts them.

I have attached the July newsletter that was distributed earlier this month that has the website and contact information for DON CEAP (1-844-DON-CEAP or 1-844-366-2327).

(b) (6)

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From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Sent: Tuesday, August 18, 2020 5:23 PM

To: (b) (6)

Cc: (b) (6)

Subject: Re: REQUEST FOR INTERVIEW

(b) (6)

Thank you. I am just really distressed. Everything came at once, and I assumed the things might be related. Part of this is that I wouldn't trust my department to do anything fairly, and the fact that I complained about their not doing the PARS properly, not consistently following procedures for hiring or for promotion, violations of ethics, etc., has only served to make me a target.

(b) (6)

I already agreed to speak with (b) (6) but I don't really have a clue what this is about. I didn't know it was required, but it seemed to be the right thing to do. That being said I am not sure if I need to prepare, get emails together, whether I am the subject of said complaint, merely a witness, or what. It is really scary not knowing why I am being interviewed. As a civilian, many of these procedures are opaque and quite intimidating which only serves to make things worse. Furthermore I can't even let my boss know, right as we are trying to nail down lectures and curriculum for next year.

So, to clear things up. If you could help me to understand what is going on? How does the process work? Clearly, there must have been a complaint. Next, that complaint was sent to an investigating officer to gather facts. I am going to be interviewed as part of the fact gathering process. Then an examination of the facts goes where exactly? That is, what happens after that?

If you could help with that it would greatly reduce my stress.

Thank you.

Nick

Nicholas Murray D.Phil., F.R.Hist.S.
Strategy and Policy Department
U.S. Naval War College
<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>
<https://kansaspres.ku.edu/978-0-7006-2676-2.html>
<https://kansaspres.ku.edu/978-0-7006-3025-7.html>

From: (b) (6)

Sent: Tuesday, August 18, 2020 4:54 PM

To: (b) (6)

Cc: (b) (6)

Subject: Re: REQUEST FOR INTERVIEW

Nick,

My apologies for the delayed response. I have had back to back meetings today.

As (b) (6) responded to you, this is a fact finding administrative inquiry that arose from a complaint received by the command. This is unrelated to your DPMAP grievance.

If you are asking about your options regarding the interview with (b) (6) as a federal employee, you are required to cooperate in this investigation and provide truthful answers.

If I didn't understand your question, please let me know and I will do my best to answer any additional questions you may have.

(b) (6)

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From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Sent: Tuesday, August 18, 2020 4:02 PM

To: (b) (6)

Cc: (b) (6)

Subject: Re: REQUEST FOR INTERVIEW

Dear (b) (6)

I have no idea what this all is. Please can you let me know what my options are? As you know, this has come on top of my performance rating being downgraded by (b) (6) (who had previously threatened me with administrative discipline) and which I am trying to get sorted out right now. Given the history and behavior of my department, I am really worried about this and have no clue what is going on.

Thank you,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.
Strategy and Policy Department
U.S. Naval War College
<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>
<https://kansaspress.ku.edu/978-0-7006-2676-2.html>
<https://kansaspress.ku.edu/978-0-7006-3025-7.html>

From: (b) (6)

Sent: Tuesday, August 18, 2020 11:31 AM

To: (b) (6)

Cc: (b) (6)

Subject: Re: REQUEST FOR INTERVIEW

Nick,

This is an administrative inquiry to gather facts. Amongst her allegations there is a situation that I will need to speak to you about. Regarding your options, please feel free address that with (b) (6)

(b) (6)

Get [Outlook for iOS](#)

From: (b) (6)

Sent: Tuesday, August 18, 2020 5:00:11 PM

To: (b) (6)

Subject: Re: REQUEST FOR INTERVIEW

(b) (6)

Have I been accused of harassing or bullying her? Am I being investigated? If so, this is the first I have heard and I would like to consider my options.

Best,

Nick

Nicholas Murray, D.Phil., F.R.Hist.S.
Department of Strategy and Policy
U.S. Naval War College
<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

From: (b) (6)

Sent: Tuesday, August 18, 2020 10:25 AM

To: Murray, Nicholas A., CIV, NAVWARCOL

Subject: REQUEST FOR INTERVIEW

Professor Murray,

Per the attached document, I have been assigned as an investigating officer by the Naval War College to inquire into the facts and circumstances surrounding allegations of workplace harassment and bullying that have been made by (b) (6)

I will need to speak with you regarding her allegations. Would it be possible for us to speak sometime on Friday? I am doing the interviews from home via zoom or over the phone. I am physically located in Naples, Italy, so will be six hours ahead of you.

(b) (6)

Please advise if Friday works for you and tell me what time is best for your schedule. In the alternative, we could also speak on next Monday. We will plan for no more than an hour.

Be advised, you should not speak to (b) (6) or any other member of the department prior to our conversation.

If you have any questions regarding the investigation or my role, you may direct them to (b) (6) or (b) (6).
(b) (6) The contact information for (b) (6) is in the attached appointing order.

Thank you and I look forward to speaking with you.

(b) (6)

Re: (b) (6) Investigation

(b) (6)

Mon 8/24/2020 10:33 AM

To: (b) (6)

Cc: (b) (6)

Dear (b) (6)

Attached is the document on teaching scores of the lowest scoring 5 or 6 seminars per term. (b) (6) was in charge of the statistics at the time.

It lists (b) (6) military co-moderators

Sincerely,

(b) (6)

From: (b) (6)

Sent: Monday, August 24, 2020 10:29 AM

To: (b) (6)

Cc: (b) (6)

(b) (6)

Subject: Re: (b) (6) Investigation

(b) (6)

If the information is relevant to the investigation, then I have no objection because (b) (6) has a need to know.

I am copying (b) (6) for his SA and comment.

(b) (6)

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From: (b) (6)

Sent: Monday, August 24, 2020 10:18 AM

To: (b) (6)

Cc: (b) (6)

Subject: (b) (6) Investigation

Dear (b) (6)

I just finished my interview with (b) (6)

May I share with him, the raw teaching scores that were furnished to (b) (6) promotion committee that I chaired? They list military teaching partners and compare civilian and military moderator teaching scores?

Sincerely,

(b) (6)

3/29/22, 11:16 AM

(b) (6)

Fw: Potential Grievance

(b) (6)

Tue 7/7/2020 12:53 PM

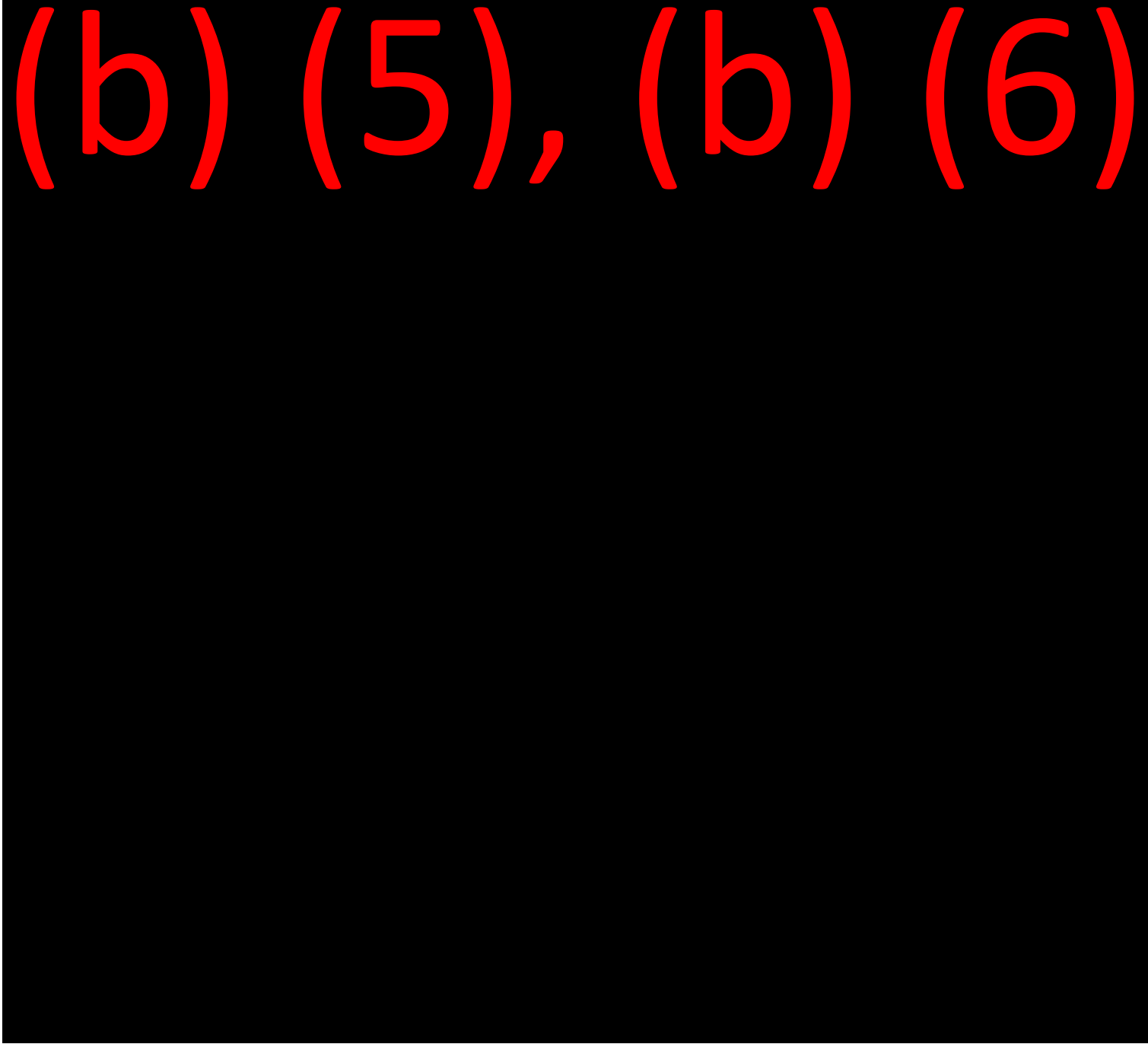
To: (b) (6)

What do you think? CNWS?

(b) (6)

(b) (5), (b) (6)

(b) (5), (b) (6)



Re: Pattern of harassment and bullying by colleagues in S&P, corruption of promotion process, damage to department morale

(b) (6)

Thu 7/9/2020 8:26 AM

To: (b) (6)

(b) (6)

I will fill you in at our meeting

(b) (6)

From: (b) (6)

Sent: Thursday, July 9, 2020 8:23 AM

To: (b) (6)

Cc: (b) (6)

Subject: Re: Pattern of harassment and bullying by colleagues in S&P, corruption of promotion process, damage to department morale

(b) (6)

Thank you. Has any action been taken on this? Do we know what she wants? Is it a EEO complaint via (b) (6) or a grievance to be addressed by the command?

Thanks,

(b) (6)

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(b) (5), (b) (6)

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From: (b) (6)

Sent: Tuesday, July 7, 2020 8:45 AM

To: (b) (6)

(b) (6)

(b) (6)

Subject: Re: Pattern of harassment and bullying by colleagues in S&P, corruption of promotion process, damage to department morale

All,

I am assuming that I was included in this email because of my role as (b) (6). I noted (b) (6) response. Have any other actions been taken? What is the status? Is there any guidance regarding individual or collective response?

Thank you,

(b) (6)

(b) (6)

From: (b) (6)

Sent: Thursday, July 2, 2020 8:33 AM

To: (b) (6)

(b) (6)

(b) (6)

(b) (6)

Subject: Pattern of harassment and bullying by colleagues in S&P, corruption of promotion process, damage to department morale

Dear colleagues,

I write you about this problem with the knowledge of my chair, with whom I consulted this week.

I continue to experience a pattern of harassment and bullying by a few members of the Department of Strategy and Policy. This inappropriate behavior punishes me for no reason. It degrades the department's morale and ability to function. It affects my ability to do my job. It is also likely to again corrupt the promotion process, as it did when I went up for promotion last year and was deferred by the college promotion committee. I am required to apply again this coming academic year. I am concerned about the effects of these hateful campaigns on my reputation in the department and on the likelihood that I will lose my job if two of these abusive faculty members continue their bad behavior. This situation must be corrected to protect the college and the department from costly first-, second-, and third-order effects.

Patterns of harassment and bullying only emerge over time, often by chance, and erratically. Given the known behavior of these three professors, it is likely that there is other evidence of bad behavior that I have not yet learned of. Some or all of this further evidence may well be known to the department generally if not yet to me.

The chairman of my department and the dean are already aware of (b) (6) bullying and harassment campaign. It includes embarrassing the Naval War College by trying to bully the Harvard Kennedy School Belfer Center into falsely claiming that my El Salvador monograph was not peer reviewed. This was an attempt by Murray to prevent my promotion. This campaign also includes Murray's lie in an email he sent to departmental faculty ahead of the meeting to discuss my promotion. Murray falsely claimed that a student filed a formal complaint against me for misbehavior. Human Resources has no such complaint. Further, that email's content and tone raise questions about Murray's mental stability. This Spring, Murray removed me from the Woodson Prize essay judging committee without a word to me, apparently because my teaching partner and I submitted an essay by one of our students. Keep this in mind if Murray or anyone else suggests that my service commitment is inadequate.

(b) (6) and (b) (6) have also shown a pattern of harassment and bullying.

(b) (6) as chair of my department promotion committee, harassed and bullied me in this role in three specific ways known to me at this time. First, (b) (6) told a colleague that she took the chairpersonship of my promotion committee determined to flip all its members to oppose my promotion. This is an inappropriate and unscholarly position to take ahead of review of the evidence. The fact that (b) (6) failed in this goal in no way mitigates her bad behavior or its damaging effects.

Second, as chair of my promotion committee, she interviewed my teaching partners in an attempt to discover behavior on my part that she could use to support her claim that I should not be promoted. As I understand it, the worst she was able to come up with was an officer saying he didn't know if I liked him. Her behavior is not only outside the parameters of appropriate behavior for a faculty member and a promotion committee chair, it corrupted the promotion process and ignored the actual identified departmental and college criteria for promotion.

Third, at the beginning of this past academic year, I have recently learned, (b) (6) conveyed to my new teaching partner notice that he should take notes on my behavior. This goes beyond bullying and harassment to outright menacing of me and my partner. It interferes in the relationship between my teaching partner and myself. It poisons the atmosphere of the department as well as my reputation and my ability to work with my teaching partner. It also damages my ability to interact effectively with my colleagues no matter how professional my own behavior.

(b) (6) attempts to nurture the frankly bizarre myth that I do not work well with men or military officers has seriously damaged my ability to do my job as well as damaged the morale of the department. She has also used it to distort and corrupt the promotion process, as seen above.

Regarding this myth, I urge the administration and lawyers to refresh their recollection of the oral report that (b) (6) delivered to the senior faculty of my department on this matter several years ago, after teaching with me. (b) (6) found no evidence of wrongdoing or misbehavior on my part. She did find evidence of bad behavior on the part of the few complaining officers, notably (b) (6) and (b) (6). Then- (b) (6) is responsible for not shutting down their public airing of complaints about things like my asking my teaching partner to help me clean the whiteboards in our classroom.

Finally, (b) (6) bullied me by erupting into my office to shout at me about her accusation that I had accused a student of trying to cheat. She mounted a harassment campaign against me, I recently learned, by recounting this false accusation to every faculty member she could find, making her behavior common knowledge in the department. (b) (6) behaved similarly after an email exchange that she initiated about one of my lectures. She spread the lie that I do not take criticism well. This is a serious charge to lay against a scholar. Her accusation was taken serious enough that it was raised in the senior faculty meeting considering my promotion. When I asked the chair after the meeting if he had any concerns I might be able to assuage, he raised this accusation that I do not take criticism well. I shared with him my email exchange with (b) (6) and all other exchanges with colleagues here about my lectures. He said that seeing these documents made it clear that the accusation was unfounded. But her slander remains well known to the rest of the department, damaging my ability to do my job and further corrupting the promotion process. (b) (6) behavior is bad for the morale of the department. It also damages our ability to work together as a team.

I am not providing the identities of my sources to you at this time because they, quite understandably, fear retaliation. (b) (6) is known for her outbreaks of anger and her vindictive behavior toward colleagues. Murray and (b) (6) are also, as their behavior shows, known to act vindictively. (b) (6) too has demonstrated angry outbreaks.

I understand my sources' concern. I fear retaliation myself for making this report to you. I have taken this step because of the evidence recently provided me that these bad behaviors continue. The department's promotion process is already corrupted by these behaviors. New evidence of continuing bad behavior makes it impossible for me to ignore it any more. The fact that my re-application for promotion is coming up only intensifies the danger to me. There is no reason to believe that this bad behavior will cease on its own or that its effects will magically be wiped from the memory of my colleagues. There is also likely to be other examples of this bad behavior that I have yet to learn of.

Finally, I believe that two of these faculty members are motivated by sexism, (b) (6) and Murray. I am happy to discuss this and any other aspect of the problem further if you like.

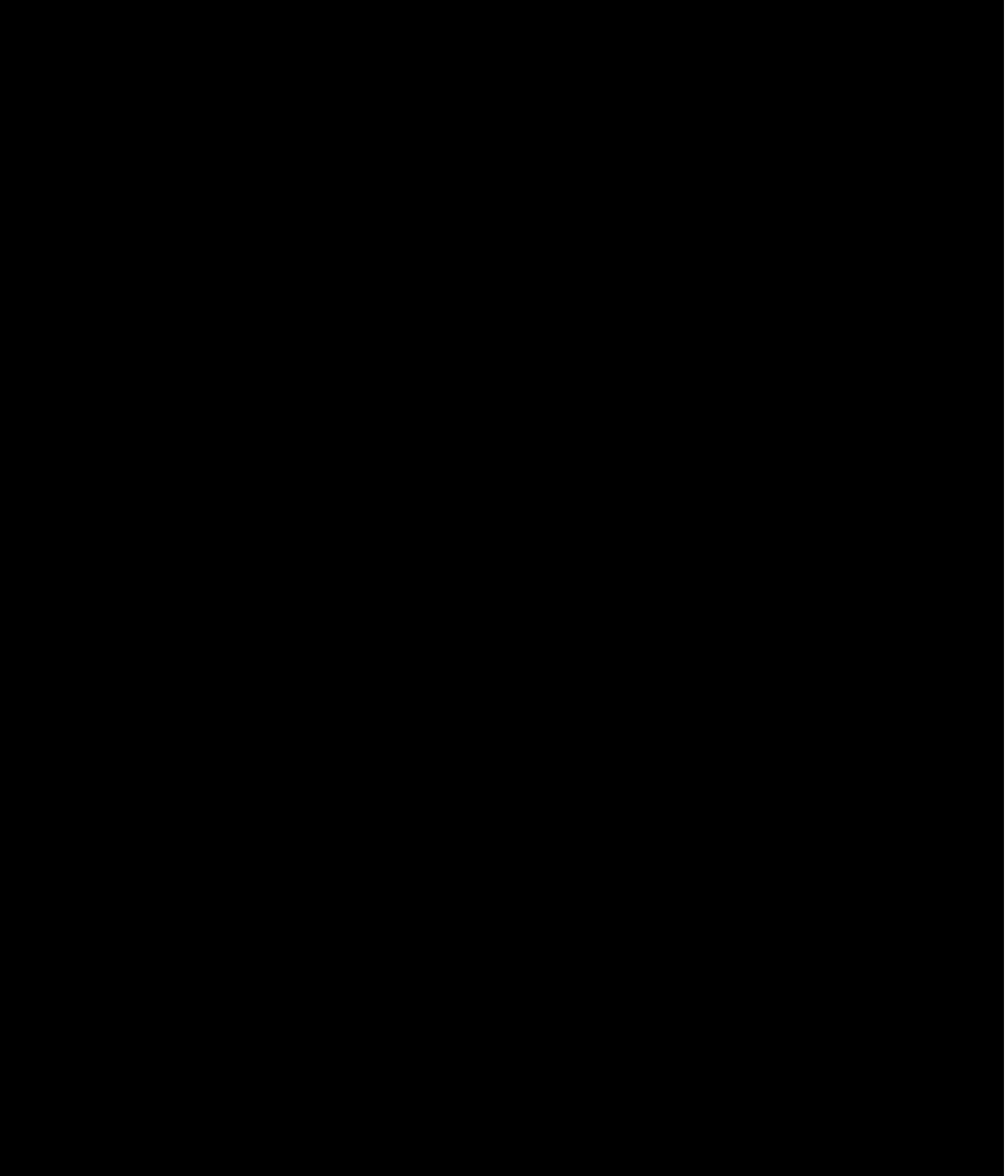
Thank you for your attention to this matter.

(b) (6)

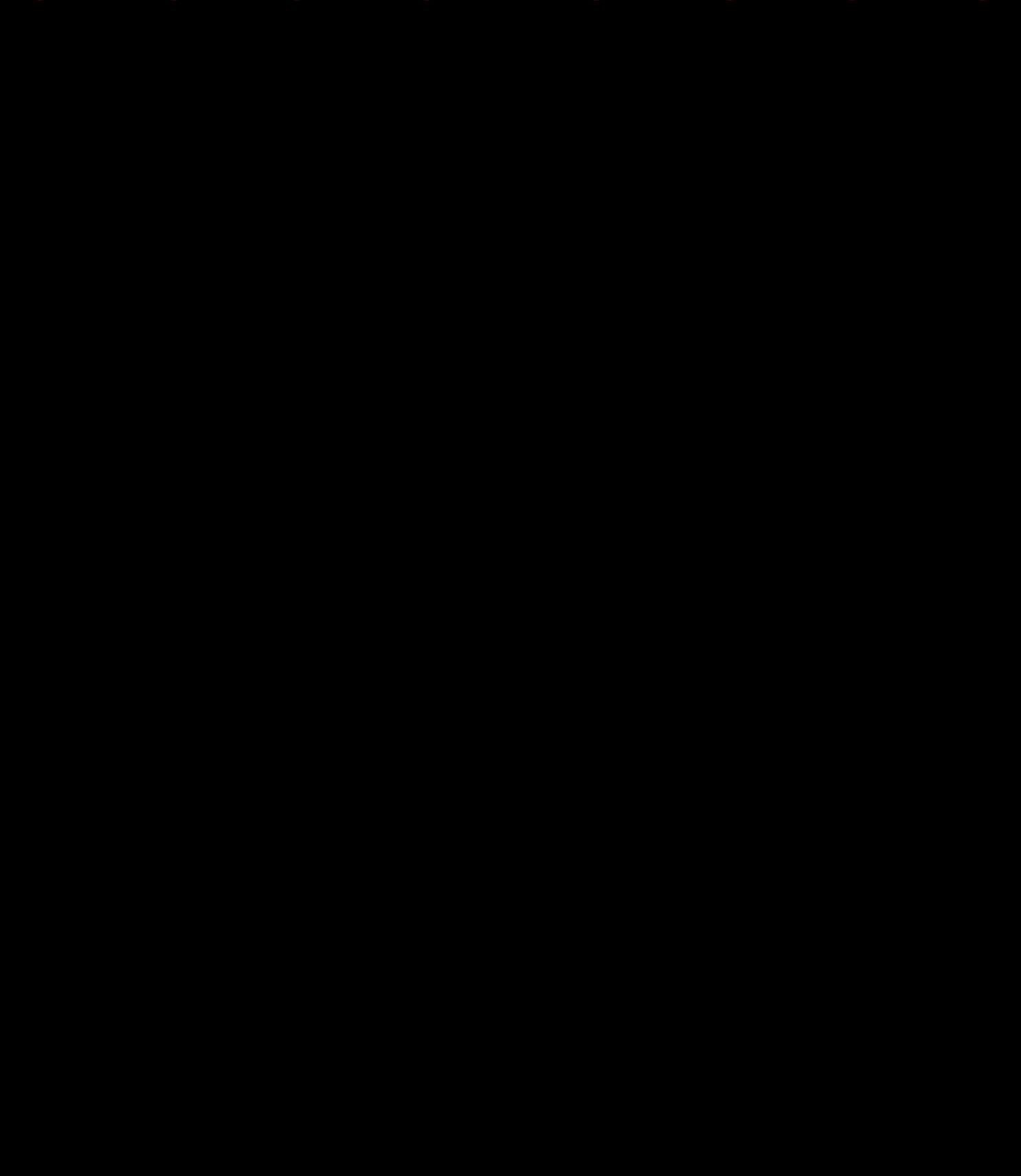
(b) (6)

(b) (6)

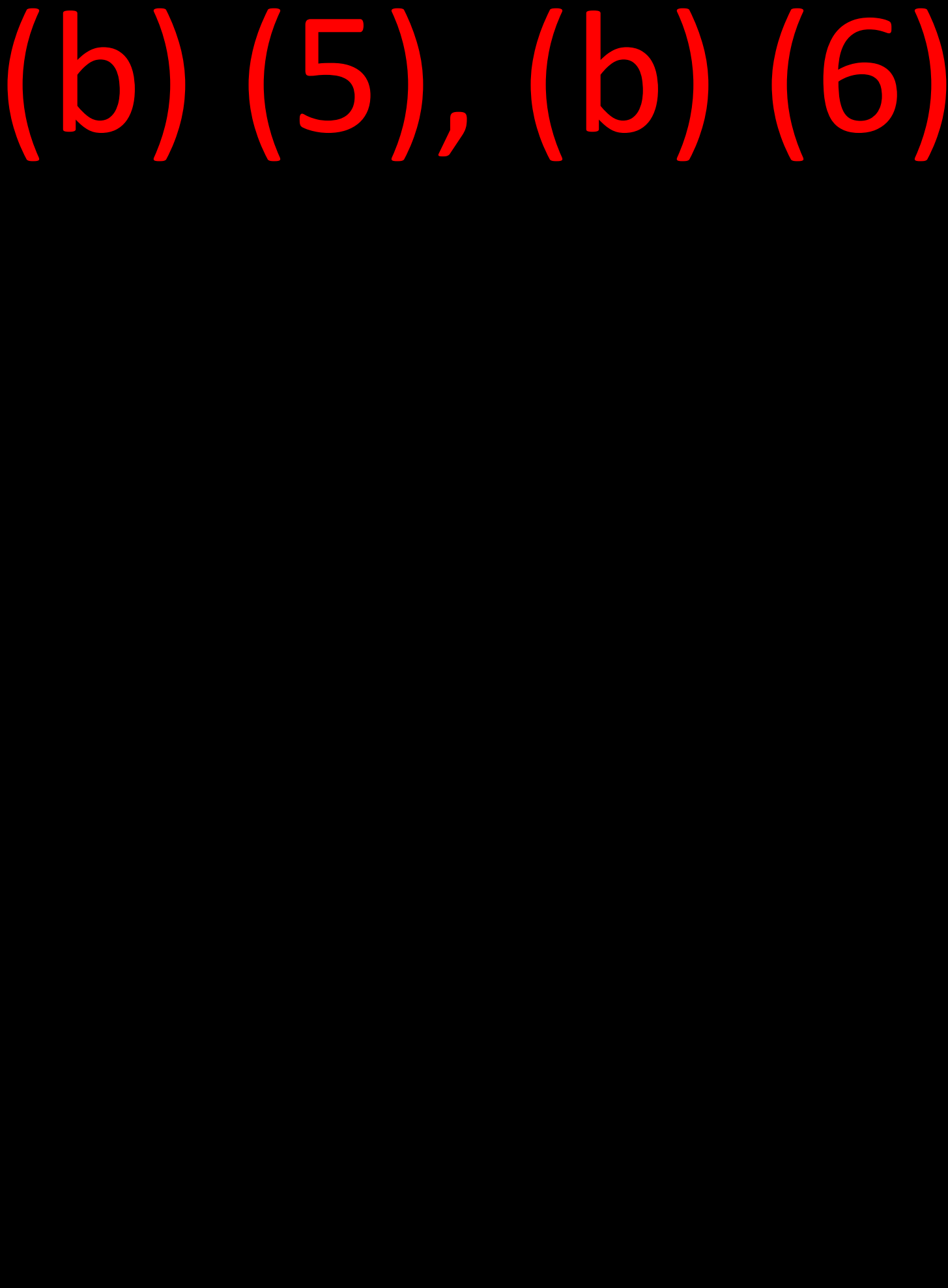
(b) (5), (b) (6)



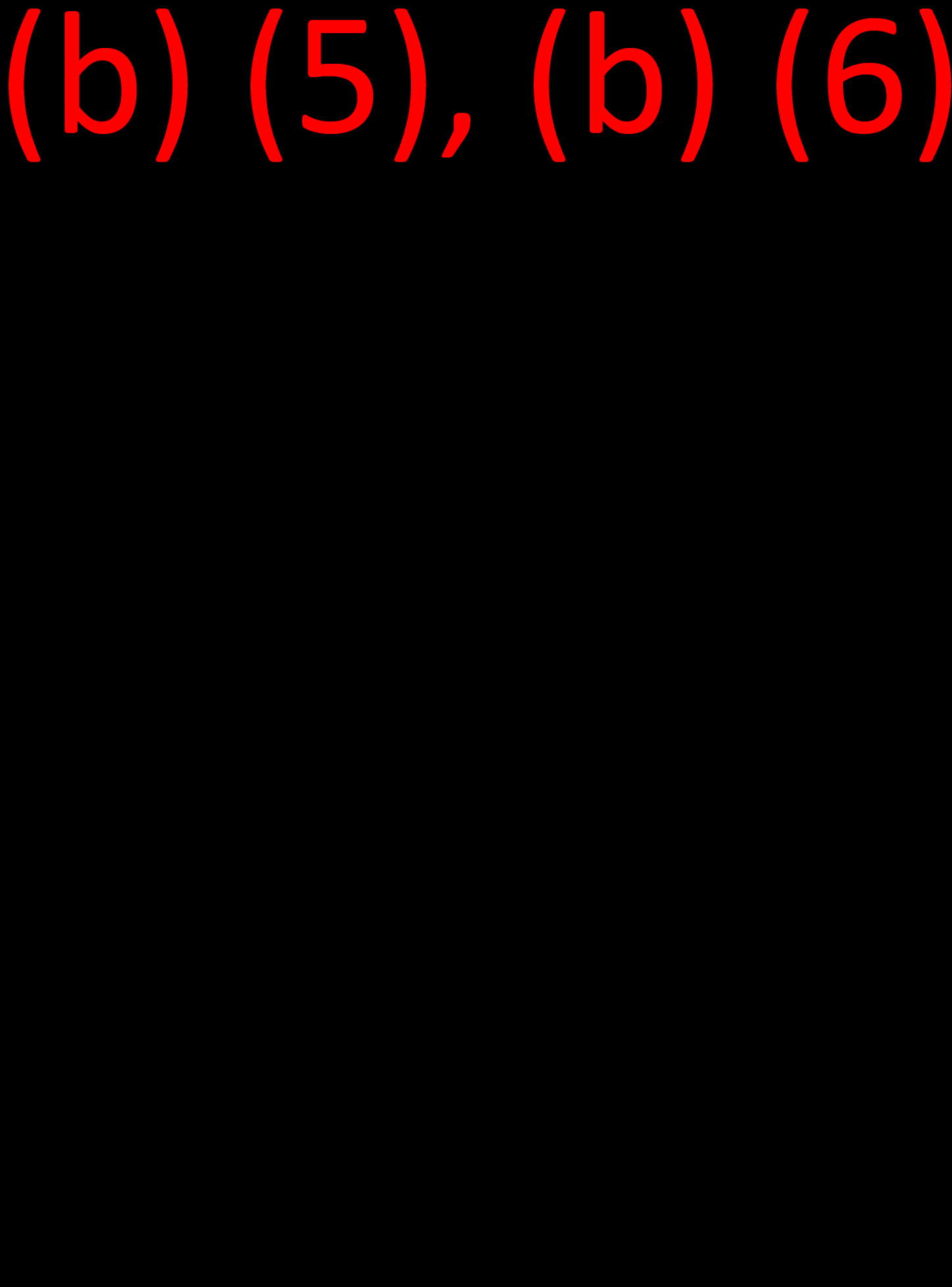
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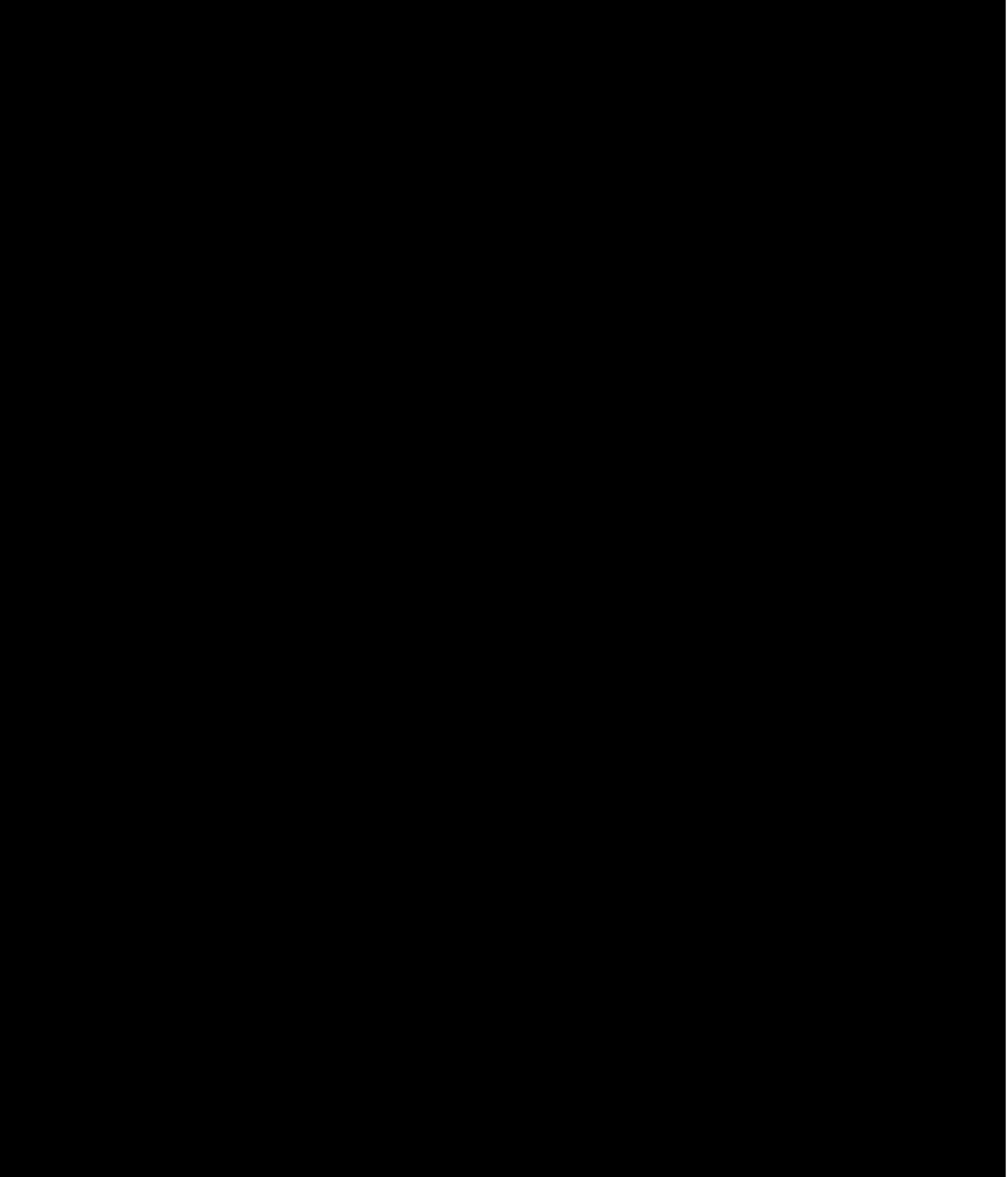
(b) (5), (b) (6)



(b) (5), (b) (6)



(b) (5), (b) (6)



bargaining unit members.

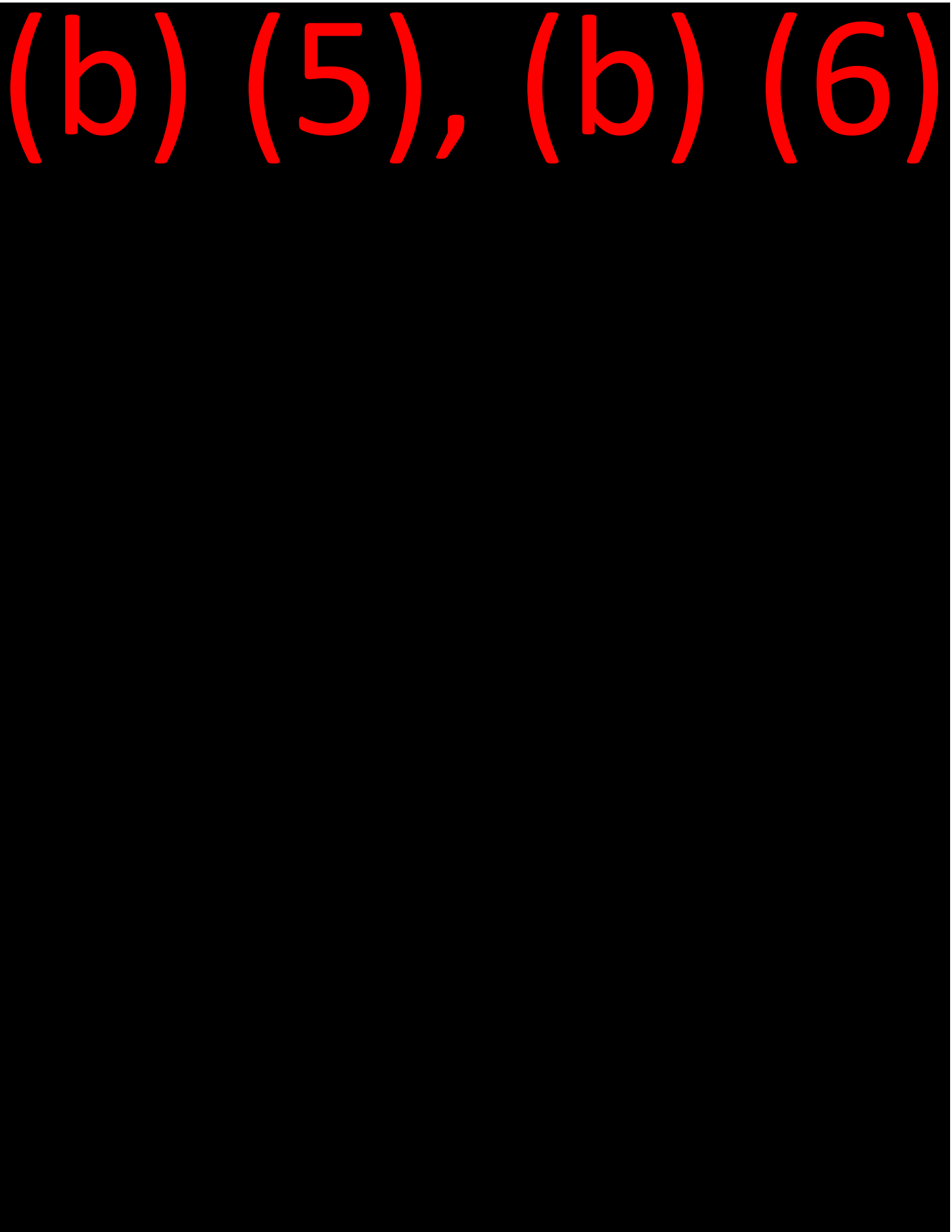
Please let me know if you have any questions or need any additional information.

(b) (6)

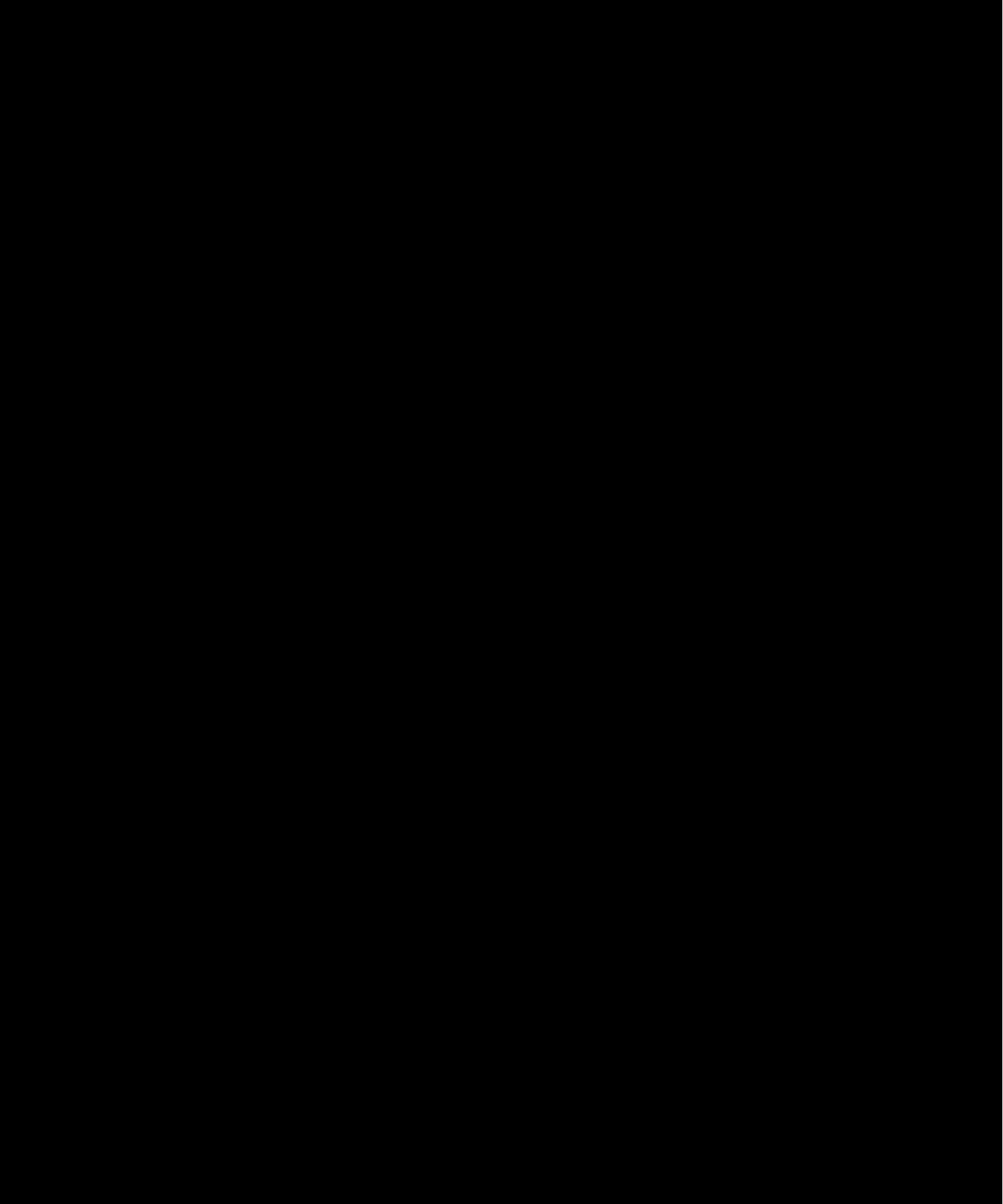
(b) (6)

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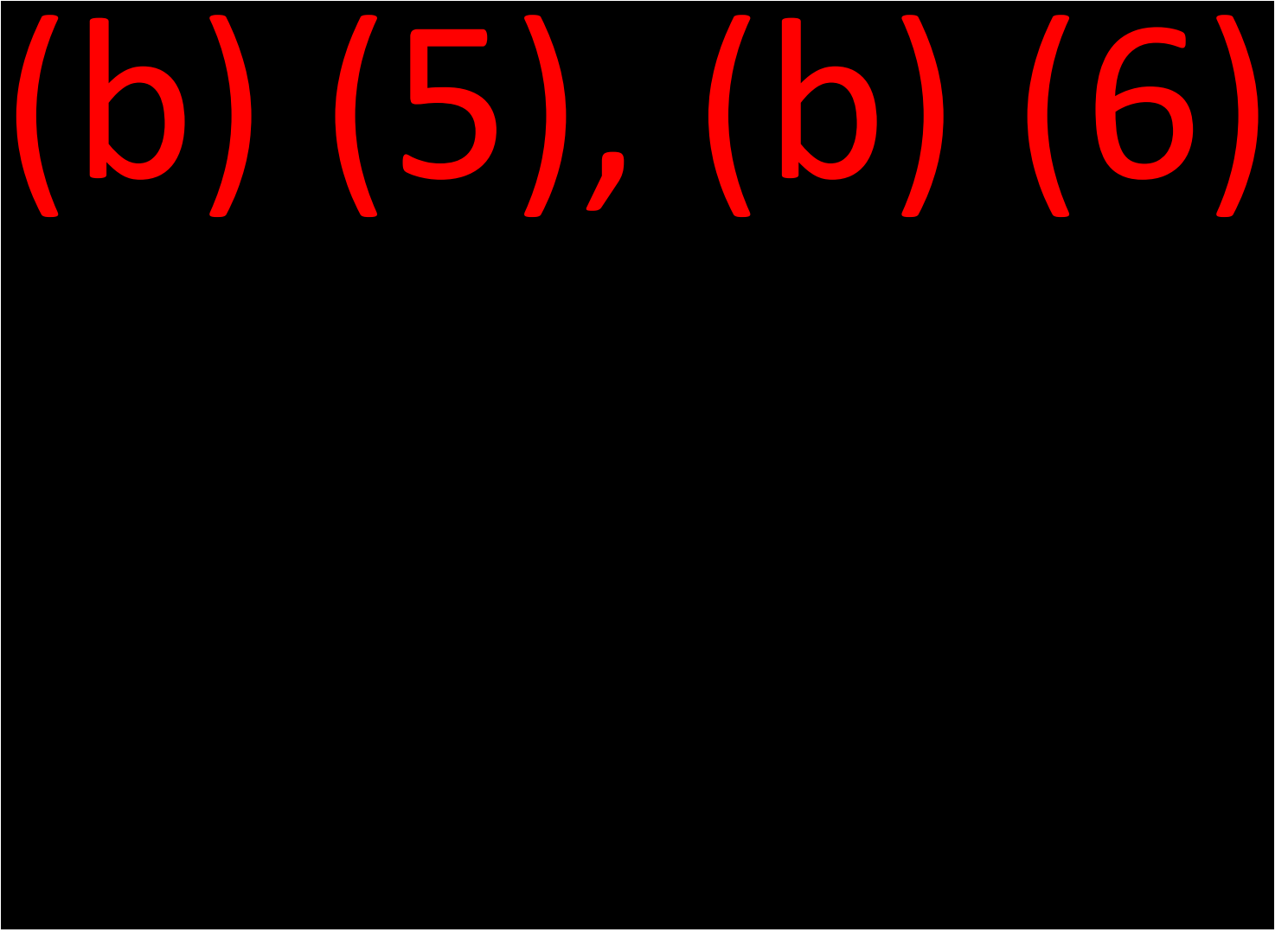
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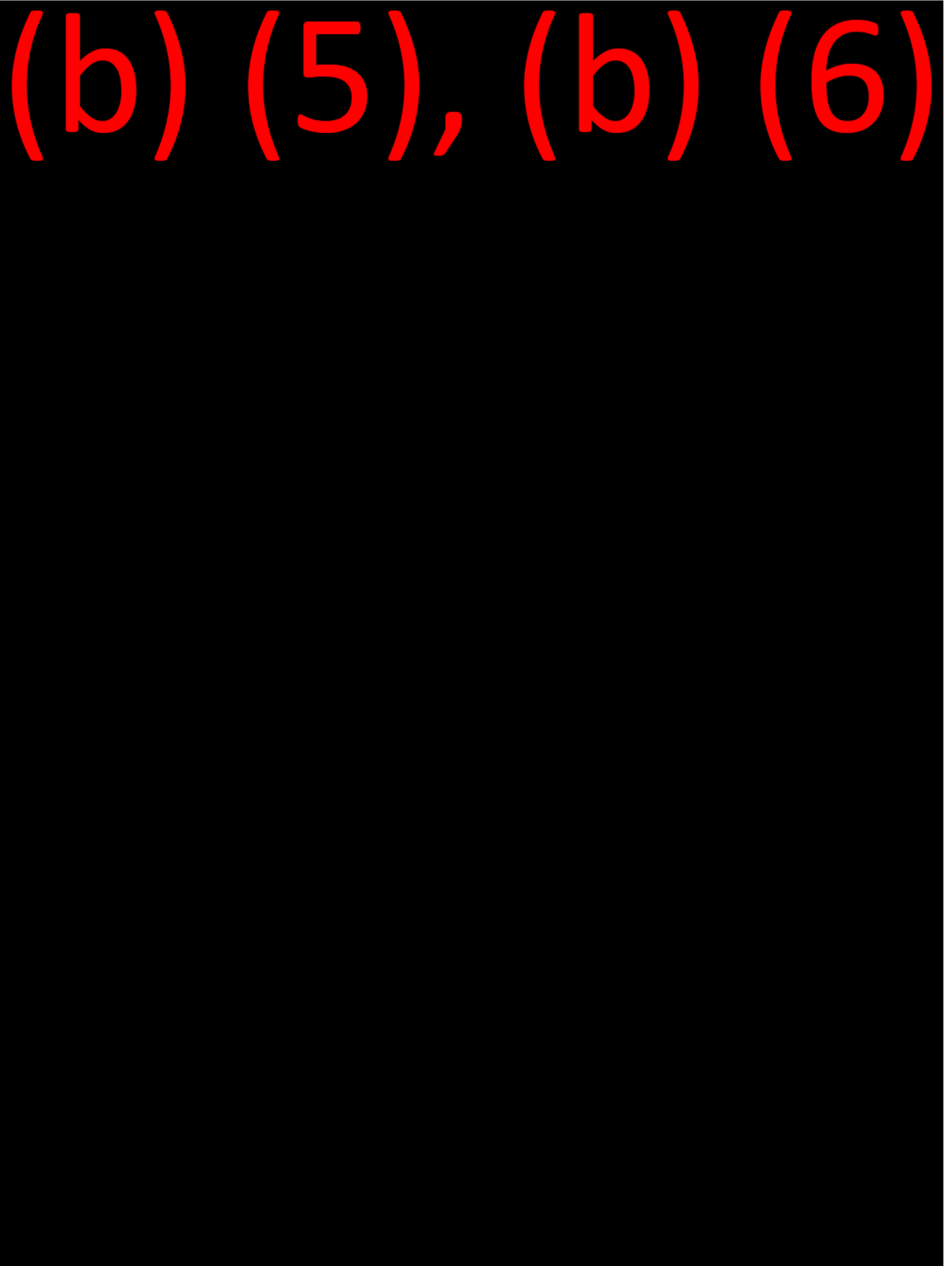
(b) (5), (b) (6)



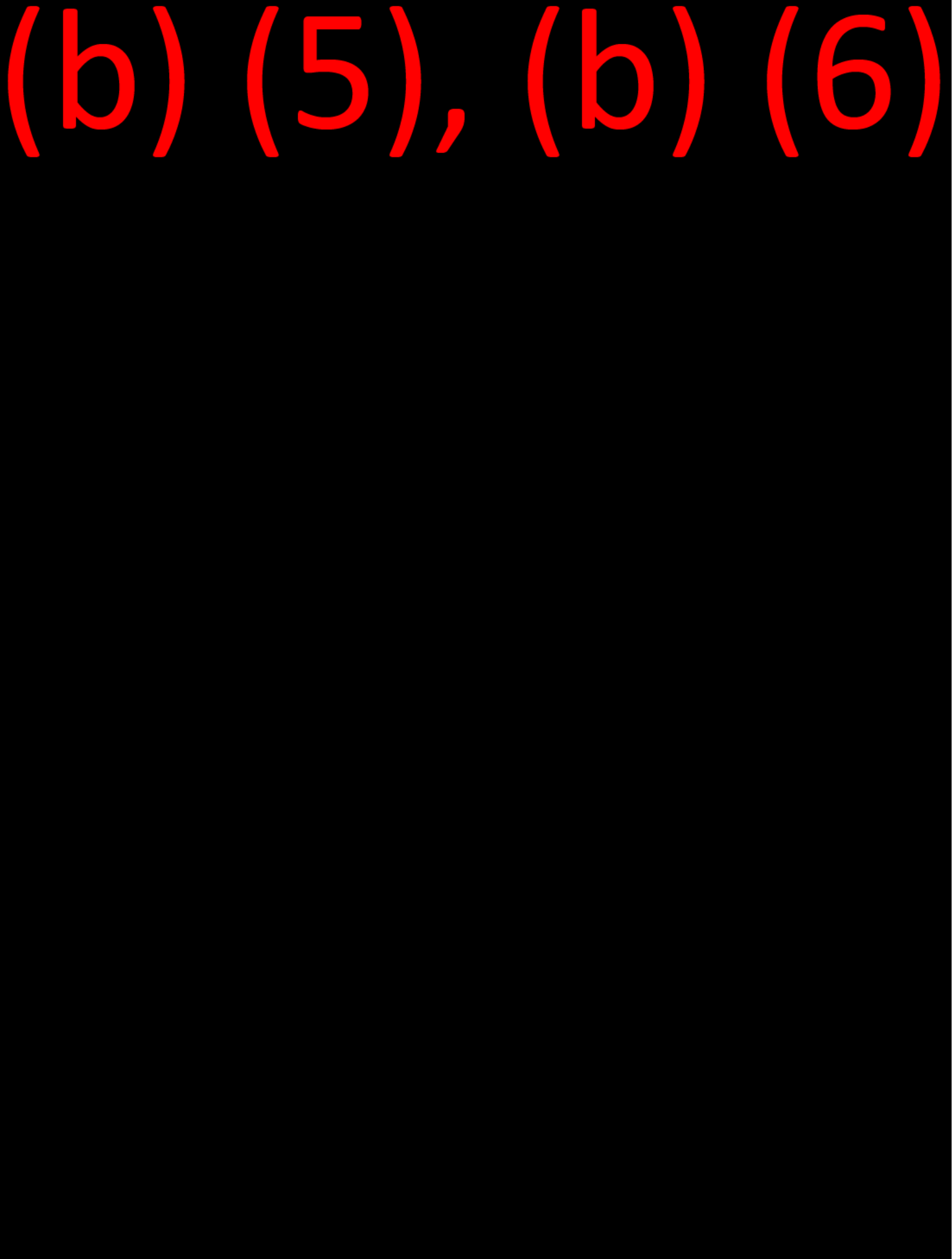
(b) (5), (b) (6)



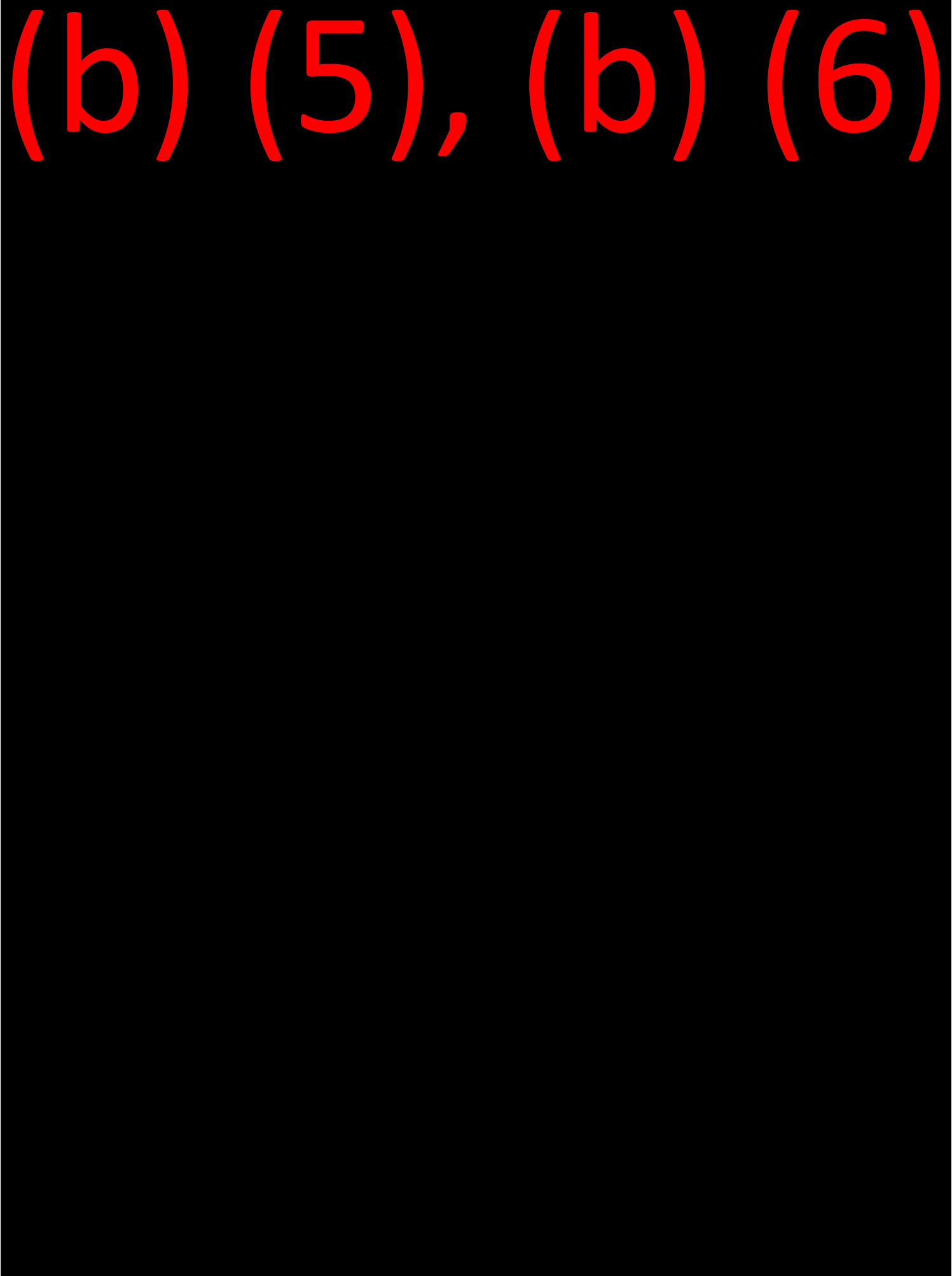
(b) (5), (b) (6)



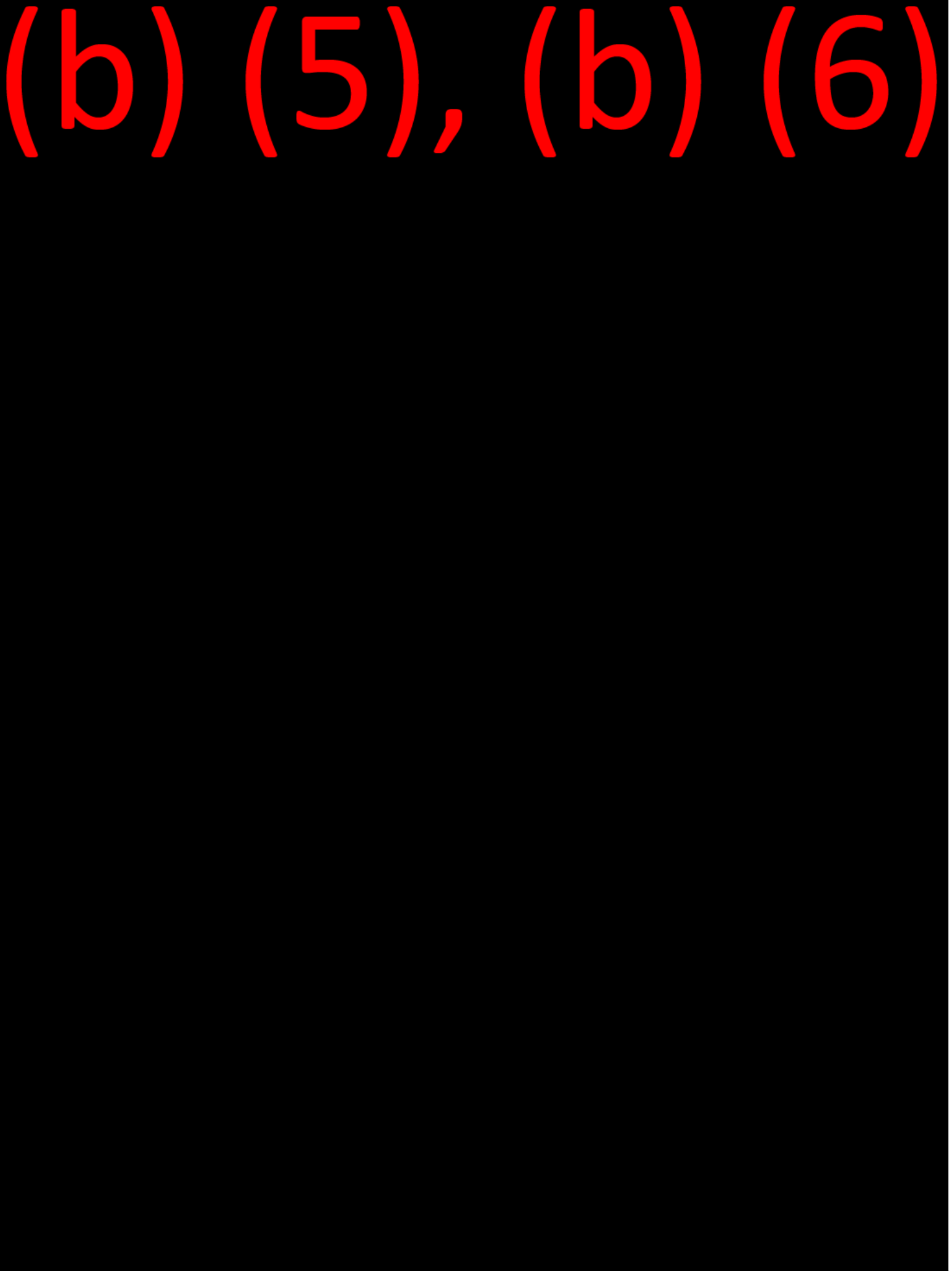
(b) (5), (b) (6)



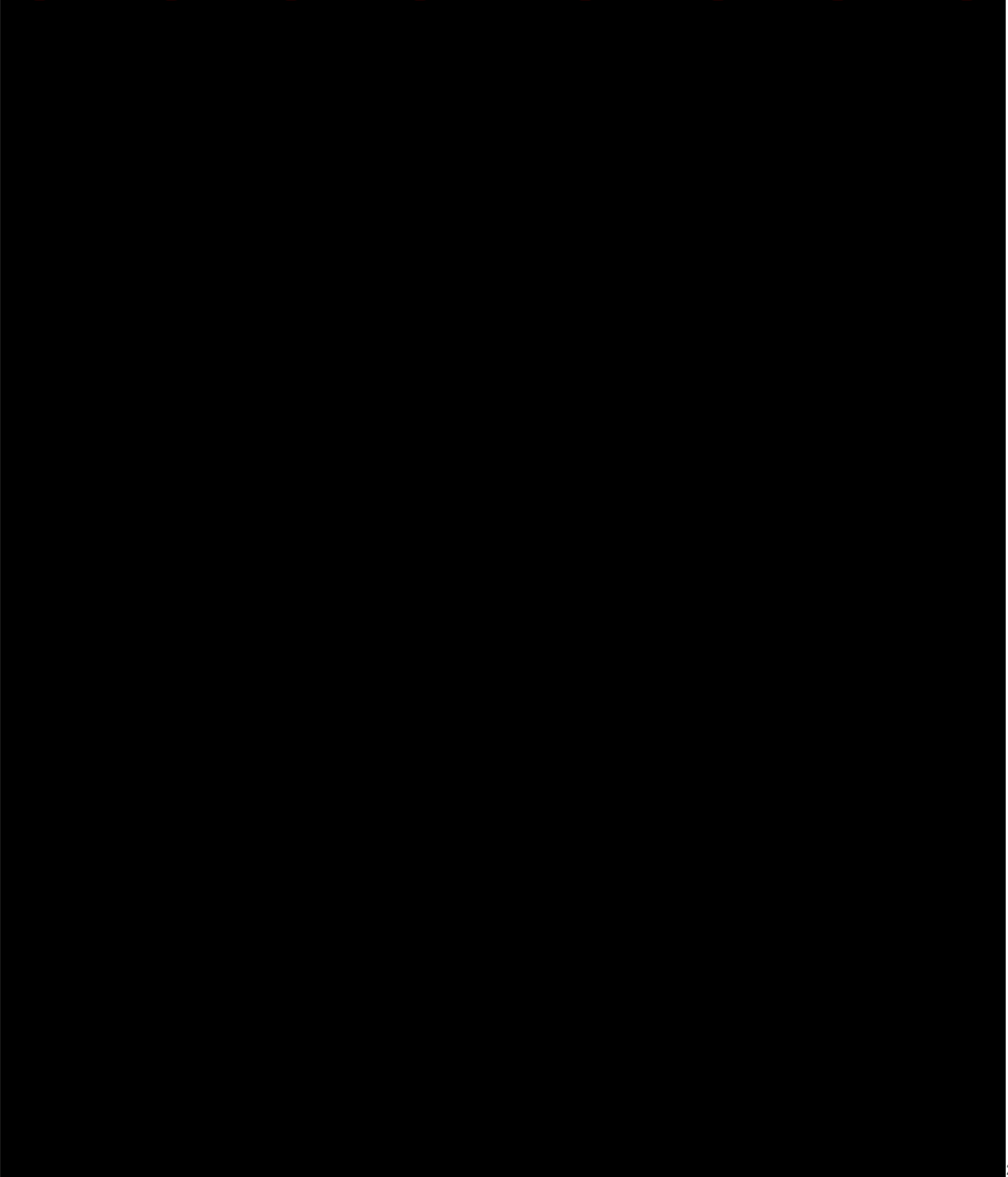
(b) (5), (b) (6)



(b) (5), (b) (6)



(b) (5), (b) (6)



(b) (5), (b) (6)

Fw: Results of Interview (FOUO)

(b) (6)

Fri 2/12/2021 2:29 PM

To: (b) (6)

FYSA.

(b) (6)

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From: (b) (6)**Sent:** Friday, February 12, 2021 12:43 PM**To:** (b) (6)**Subject:** Re: Results of Interview (FOUO)

Here's the document with my (mostly minor) corrections. Let me know if they're illegible or unclear.

(b) (6)

From: (b) (6)**Date:** Friday, February 12, 2021 at 12:02 PM**To:** (b) (6)**Subject:** Re: Results of Interview (FOUO)

(b) (6)

I do not.

(b) (6)

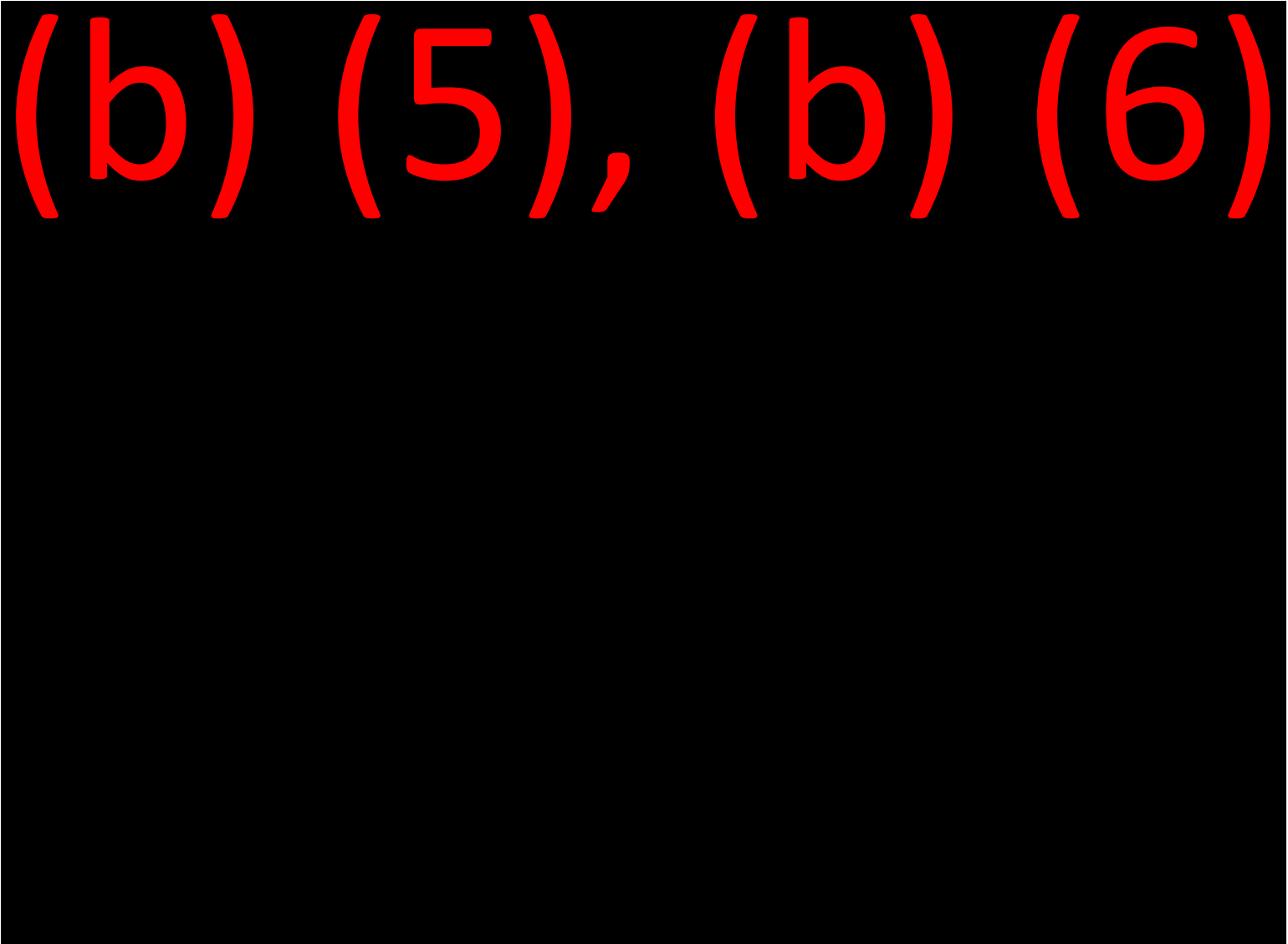
This e-mail is For Official Use Only, is confidential, intended only for the named recipient(s) above and may contain information that is privileged, attorney work product, privacy sensitive or that is otherwise exempt from disclosure under applicable law. Any misuse or unauthorized disclosure of privacy sensitive information may result in civil and criminal penalties. If you have received this message in error, or are not the named recipient(s), please immediately notify the sender and delete this e-mail message from your computer. Thank you.

From: (b) (6)**Sent:** Friday, February 12, 2021 11:42 AM**To:** (b) (6)**Subject:** Re: Results of Interview (FOUO)

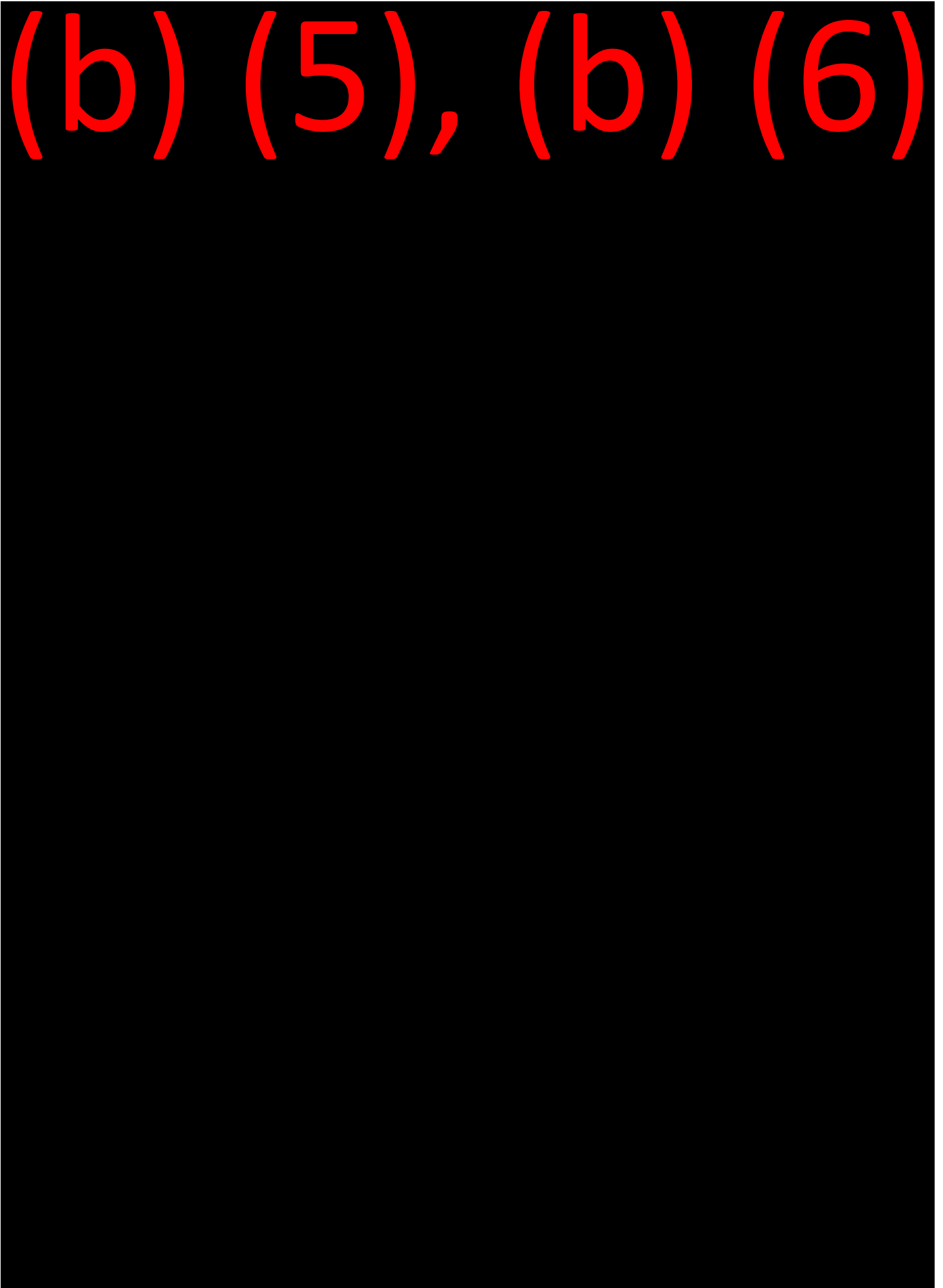
Do you have a Word doc close at hand? That would make corrections easier, though I can do comments on the .pdf.

(b) (6)

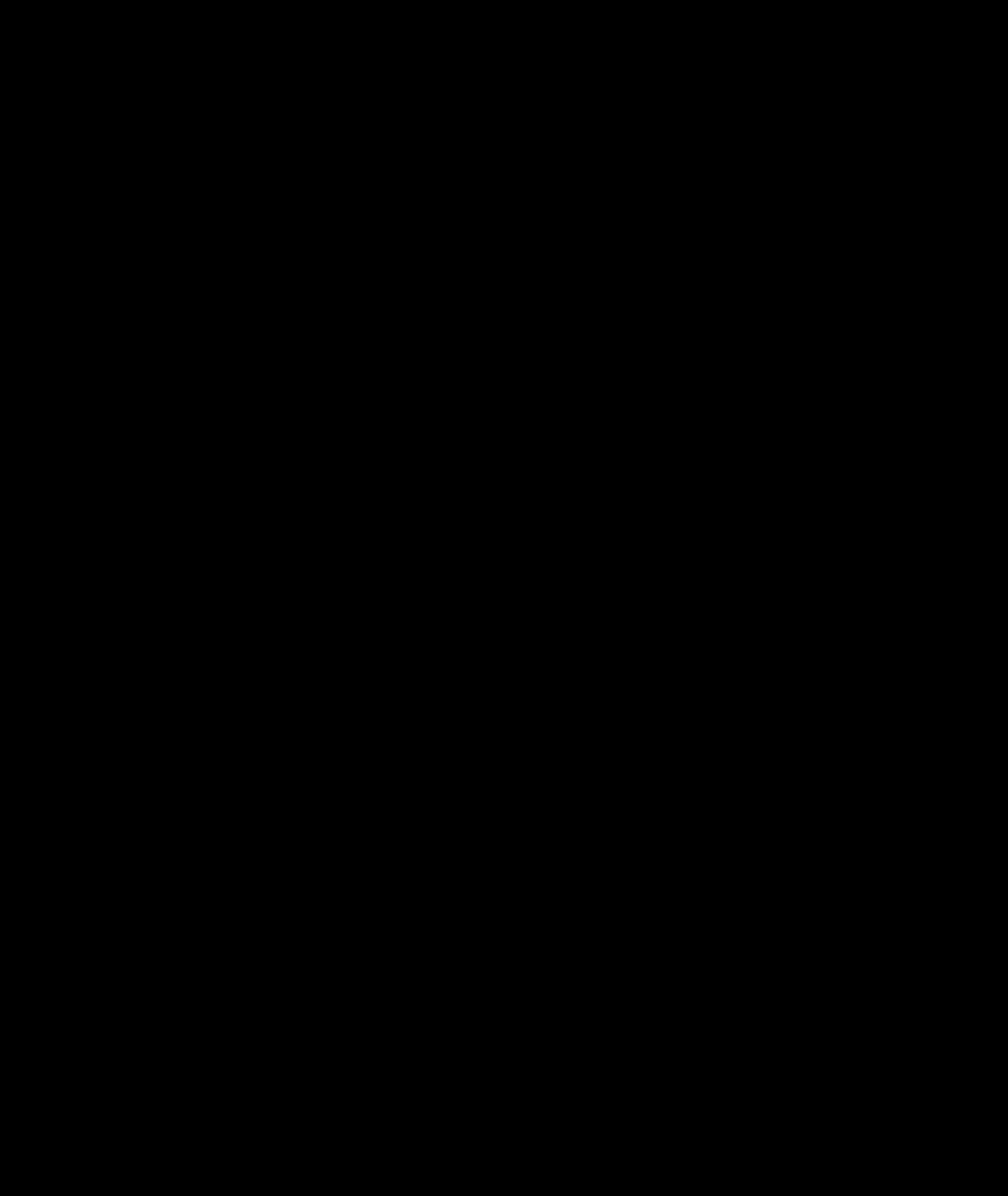
(b) (5), (b) (6)



(b) (5), (b) (6)



(b) (5), (b) (6)



(b) (6)

From: Murray, Nicholas A., CIV, NAVWARCOL <Nicholas.Murray@usnwc.edu>

Sent: Tuesday, January 26, 2021 3:23 PM

To: (b) (6)

Subject: Bullying complaint from last year: I have yet to be informed regarding what is happening.

Dear (b) (6)

I was the subject of a bullying complaint last August. I have still not been informed as to whether the matter was resolved. I have repeatedly requested to see the final report and/or the fact findings and I have been told the report is . Please can you let me have a copy of the report's findings or let me know the result of the report. This has been sitting over me for a long time, and I continue to find it very stressful.

Please also see the email below I sent to HR. They told me on 12/11/2020 that the report was received and was being read.

Sincerely,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

<https://kansaspess.ku.edu/978-0-7006-2676-2.html>

<https://kansaspess.ku.edu/978-0-7006-3025-7.html>

<https://www.nebraskapress.unl.edu/potomac-books/9781597975537/>

<https://kansaspess.ku.edu/978-0-7006-3034-9.html>

(b) (6)

Sorry to be a pest, but it has been months and I have not even been told what happened to the allegations about me let alone seen the report.

Back in December you said the report had been received and was being reviewed. Could you let me know what is going on, or with whom I should speak?

I have sent an email to (b) (6) asking the same question.

Thank you,

Nick

Nicholas Murray D.Phil., F.R.Hist.S.

Strategy and Policy Department

U.S. Naval War College

<https://usnwc.edu/Faculty-and-Departments/Directory/Nicholas-Murray>

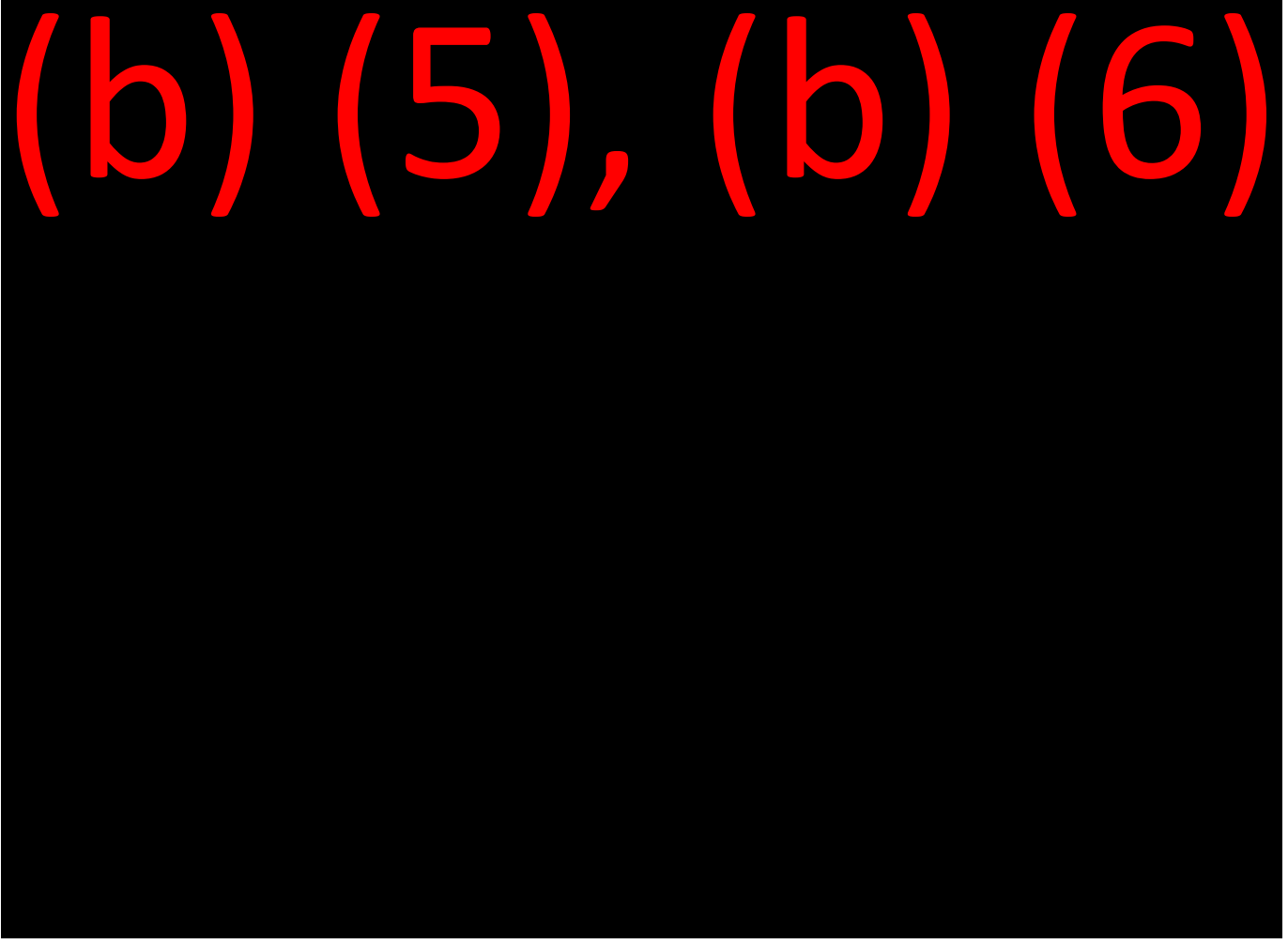
<https://kansaspess.ku.edu/978-0-7006-2676-2.html>

<https://kansaspess.ku.edu/978-0-7006-3025-7.html>

<https://www.nebraskapress.unl.edu/potomac-books/9781597975537/>

<https://kansaspess.ku.edu/978-0-7006-3034-9.html>

(b) (5), (b) (6)



(b) (6)

Re: ROI IRT (b) (6)

(b) (6)

Thu 3/4/2021 8:41 AM

To: (b) (6)

Cc: (b) (6)

?! do. Send to this address.

(b) (6)

From: (b) (6)

Sent: Thursday, March 4, 2021 2:15 PM

To: (b) (6)

Cc:

Subject: [Non-DoD Source] Re: ROI IRT (b) (6)

(b) (6)

Do you have access to your navy email account yet? I wanted to send you your report so you can sign the last page and send it back to me. Let me know if DoD Safe will work for you.

Thanks!

(b) (6)

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From: (b) (6)

Sent: Thursday, March 4, 2021 8:13 AM

To: (b) (6)

Cc:

Subject: RE: ROI IRT (b) (6)

(b) (6)

I've copied (b) (6) on the cc line, but...

(b) (6)

(b) (6)

(b) (6)

(b) (6)

-----Original Message-----

From: (b) (6)

Sent: Thursday, March 4, 2021 1:53 PM

To: (b) (6)

Subject: [Non-DoD Source] Re: ROI IRT (b) (6)

My apologies -- Can you send me (b) (6) email address or ask him to email me?

(b) (6)

(b) (6)

(b) (6)

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From: (b) (6)

Sent: Thursday, March 4, 2021 4:45 AM

To: (b) (6)

Subject: RE: ROI IRT (b) (6)

(b) (6)

I am unable to open the message associated with the link you provided.

V/R

(b) (6)

-----Original Message-----

From: (b) (6)

Sent: Wednesday, March 3, 2021 10:05 PM

To: (b) (6)

Subject: [Non-DoD Source] Re: ROI IRT (b) (6)

(b) (6)

has sent you a protected message.

(b) (6)

(b) (6)

(b) (6)

Read the message

Learn about messages protected by Office 365 Message Encryption. <<https://nam11.safelinks.protection.outlook.com/?url=https%3A%2F%2Fgo.microsoft.com%2Ffwlink%2F%3FLinkId%3D844050&data=04%7C01%7Cellen.sharp%40usnwc.edu%7C4b6356450dfb4e0ca63508d8df1342c6%7C5663a0e882a745c9b0aaef32429bb72b%7C0%7C0%7C637504621105382576%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzliLjBtIl6lk1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=I36BCzOtH%2F%2BZKIDKgSKo%2B0auz1Wx0Muk78mvN%2BrLSlc%3D&reserved=0>>

Privacy Statement <<https://nam11.safelinks.protection.outlook.com/?url=https%3A%2F%2Fgo.microsoft.com%2Ffwlink%2F%3FLinkId%3D857875&data=04%7C01%7Cellen.sharp%40usnwc.edu%7C4b6356450dfb4e0ca63508d8df1342c6%7C5663a0e882a745c9b0aaef32429bb72b%7C0%7C0%7C637504621105382576%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzliLjBtIl6lk1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=Rw3sDjSphG GaMez5b1ZFTWPpk9gi9vgkzr1ZZ279EyA%3D&reserved=0>>

Email encryption powered by Office 365. Learn More <<https://nam11.safelinks.protection.outlook.com/?url=https%3A%2F%2Fgo.microsoft.com%2Ffwlink%2F%3FLinkId%3D844050&data=04%7C01%7Cellen.sharp%40usnwc.edu%7C4b6356450dfb4e0ca63508d8df1342c6%7C5663a0e882a745c9b0aaef32429bb72b%7C0%7C0%7C637504621105382576%7CUnknown%7CTWFpbGZsb3d8eyJWIjoiMC4wLjAwMDAiLCJQIjoiV2luMzliLjBtIl6lk1haWwiLCJXVCI6Mn0%3D%7C1000&sdata=I36BCzOtH%2F%2BZKIDKgSKo%2B0auz1Wx0Muk78mvN%2BrLSlc%3D&reserved=0>>

Microsoft Corporation, One Microsoft Way, Redmond, WA 98052

Pre-Action Investigations (x2)

(b) (6)

Fri 4/16/2021 2:09 PM

To: (b) (6) (b) (6)

Cc: (b) (6)

2 attachments (255 KB)

(b) (6) MFR (signed) - 16 April 2021.pdf; (b) (6) MFR (signed) - 14 April 2021.pdf;

All,

A bit of a "shot in the dark" on this one.

- 1) I accept the findings of the pre-action investigations with regards to the claims of (b) (6) by (b) (6) and (b) (6)
- 2) I have debriefed both parties ((b) (6) 14 April, (b) (6) 16 April)
- 3) I have attached MFRs for both debriefs
- 4) I consider these two "closed out" (unless someone says I can't do that yet).

Also,

- I have directed that the command investigate allegations of misconduct alleged by (b) (6)
- I will direct (meeting with Dean/Chair at 1500) an investigation of issues occurring in the S&P department alleged by (b) (6) more specificity to follow

Thanks,

(b) (6)

Re: '[EXTERNAL]' 'Re: '[EXTERNAL]' 'Re: '[EXTERNAL]' Meeting regarding my complaint of harassment, bullying, and corruption of the promotion process based on sex discrimination

(b) (6)

Sun 4/11/2021 3:39 PM

To: (b) (6)

Cc: (b) (6)

(b) (6)

(b) (6)

(b) (6)

For now I'll book 1000 if that works for you.

(b) (6)

(b) (6)

From: (b) (6)

Sent: Sunday, April 11, 2021 3:02 PM

To: (b) (6)

Cc: (b) (6)

(b) (6)

(b) (6)

Subject: '[EXTERNAL]' 'Re: '[EXTERNAL]' 'Re: '[EXTERNAL]' Meeting regarding my complaint of harassment, bullying, and corruption of the promotion process based on sex discrimination

Friday morning works for me. How about you? Thursday is full. I am giving a talk at Harvard and another at NYU.

On Apr 11, 2021, at 2:25 PM, (b) (6) wrote:

(b) (6)

Thanks for getting back to me so promptly.

Regrettably, my Monday morning was booked solid before I got your email. The easiest solution would be to set up an appointment at a mutually convenient time on Thursday or Friday. Right now, except for 0930-1030 on Thursday, I am open.

What works for you?

Cheers,

(b) (6)

From: (b) (6)

Sent: Friday, April 9, 2021 7:16 PM

To: (b) (6)

Cc: (b) (6)

(b) (6)

(b) (6)

Subject: '[EXTERNAL]' Re: '[EXTERNAL]' Meeting regarding my complaint of harassment, bullying, and corruption of the promotion process based on sex discrimination

(b) (6)

Thanks for your note.

I can understand your wanting to close the book on my complaint.

How about Monday morning? I am free until an 11:30 am appointment. No in-person interactions for me. Zoom is fine.

Cheers

(b) (6)

On Apr 9, 2021, at 4:54 PM (b) (6) wrote:

(b) (6)

Thank you for reaching out. [Note: I have removed (b) (6) from the email as he has retired. (b) (6) is our new GC]

The meeting I have requested is a totally normal part of a pre-action investigation.

Early last July, before I was named as the Acting Provost, you sent an email to HR that contained some serious allegations. As you might expect, certain statements will automatically trigger an internal investigation whether or not an individual chooses to file a formal complaint. (b) (6) was assigned and, as you are aware, interviewed many people included yourself. He has now completed the investigation and submitted his report.

I would like to meet with you to share the results of that report although I sense that there may have been a misunderstanding in the past. There is no legal or procedural reason for me not to do so. That said, if the investigation has resulted in any action against other employees, you will not be advised of that action due to privacy concerns of other employees.

Finally, I am asking to do this now so that we can close out the investigation. I am asking to do this in person, or by Zoom as a default, because you may have questions and I prefer reasoned dialogue over a series of impersonal emails. I will have (b) (6) at the meeting as a rapporteur.

If you have any other questions, just ask.

Enjoy your weekend.

Cheers,

(b) (6)

From: (b) (6)

Sent: Friday, April 9, 2021 9:55 AM

To:

Cc:

(b) (6)

(b) (6)

Subject: '[EXTERNAL]' Meeting regarding my complaint of harassment, bullying, and corruption of the promotion process based on sex discrimination

Dear (b) (6)

I understand from HR that I am required to meet with you to discuss the complaint I filed last year about harassment, bullying, and corruption of the promotion process based on sex discrimination.

I am happy to meet with you, to meet you (I don't think we have met yet), and to support any effort to reduce sex discrimination at the college and the abusive behavior it causes, though I am currently on unpaid leave.

I am confused, though, about the situation.

I wonder why a meeting has suddenly become urgent, why it must be a meeting rather than an email exchange, what the purpose of the meeting is, who will be present to what purpose, and why I am apparently to be updated on my complaint.

To the last point, I am puzzled because (b) (6) and (b) (6) impressed upon me in no uncertain terms when we communicated on August 11th of last year that I would never hear anything about the investigation once I spoke with the investigating officer. I would like to understand what has changed since that time.

To the purpose of the meeting, it would be useful to know if I should prepare in any way or bring counsel or an associate as an observer. It would help to know the goal of the meeting. For example, is it simply to provide me with information and now is a convenient time, is there some further investigation to inform me of, is it to ask me questions about my complaint, or is it that some new situation has arisen regarding my complaint? There are surely other possibilities; these are just the ones that leap to mind.

Many thanks for any clarification you can provide.

I look forward to hearing from you.

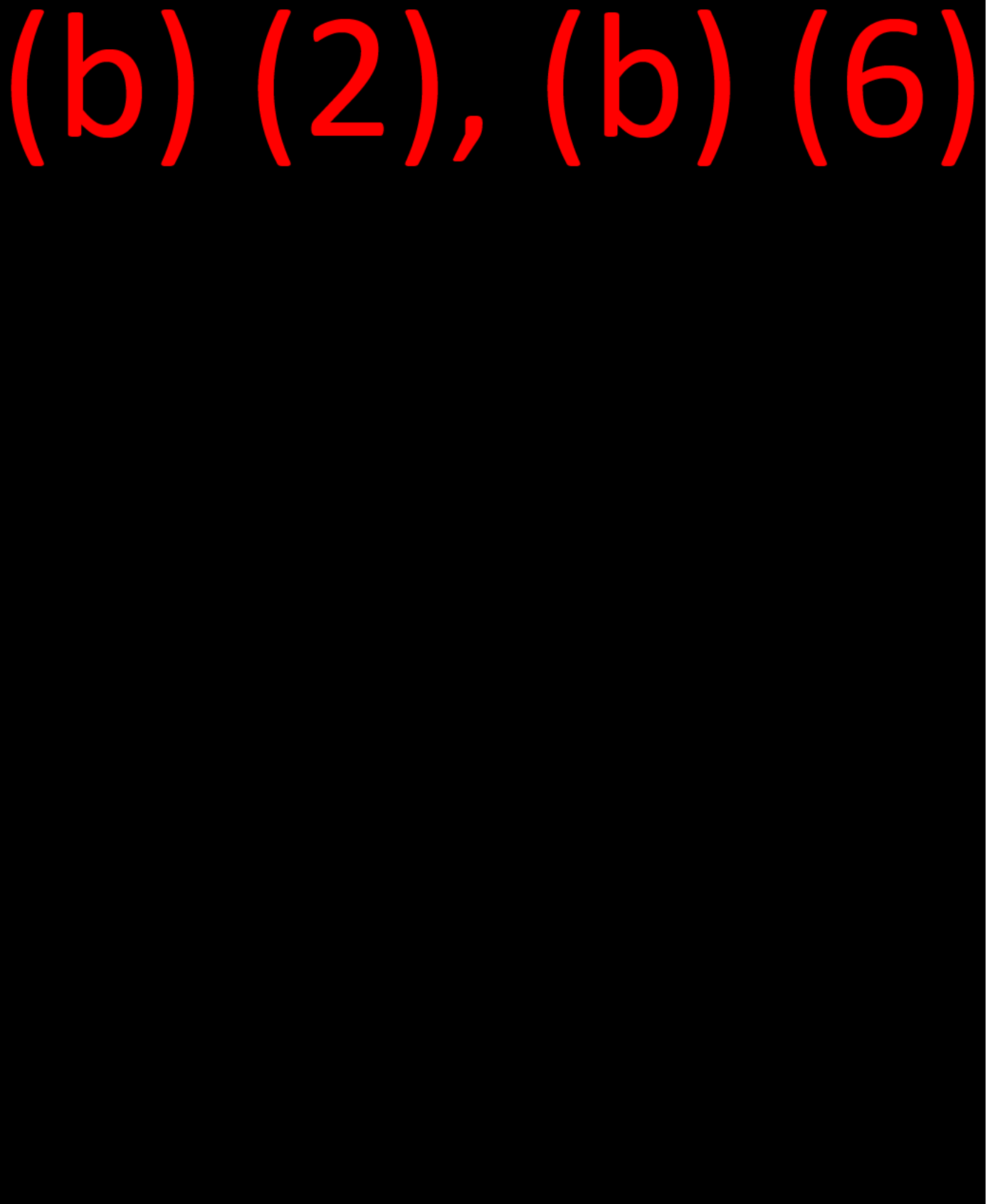
Cheers

(b) (6)

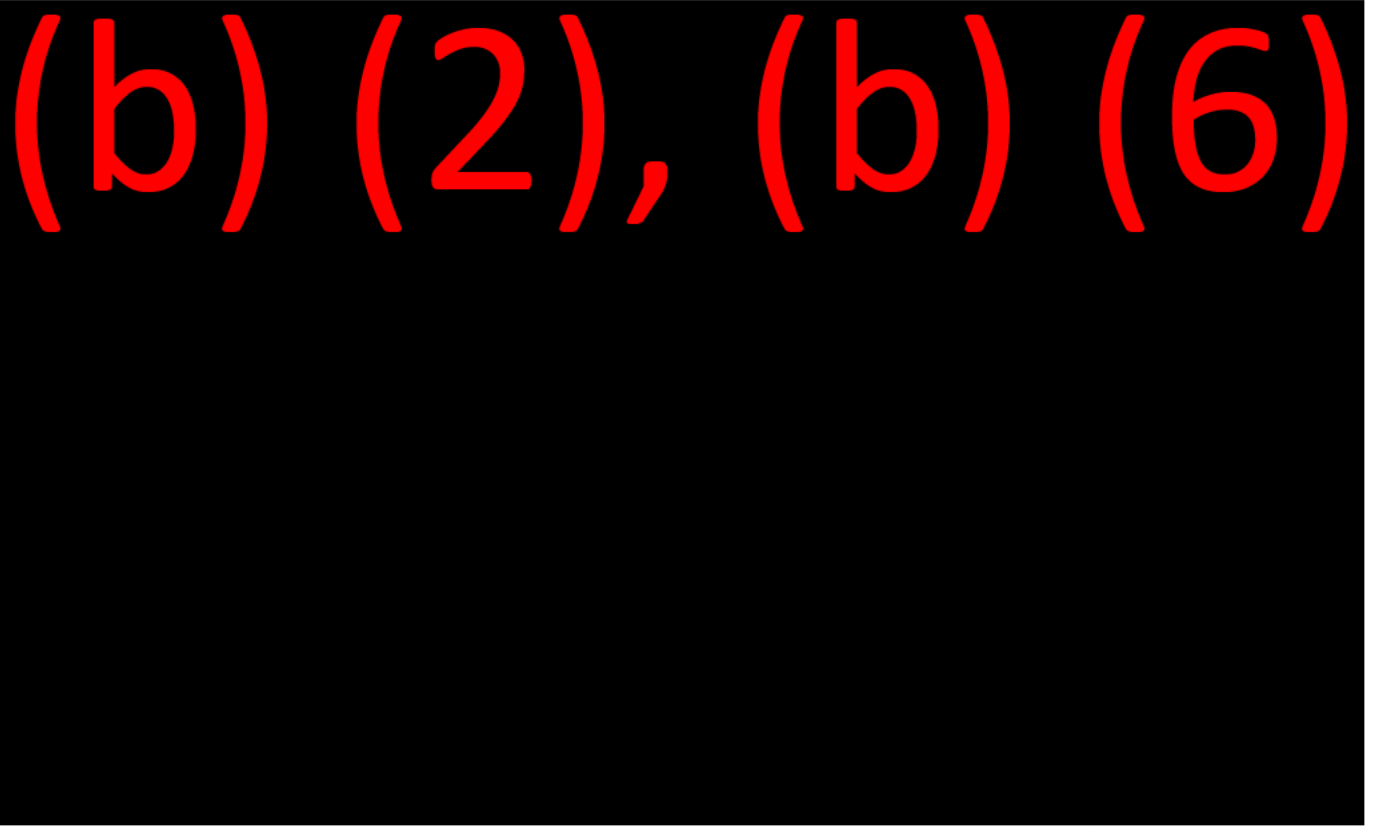
16 April 2021

MEMORANDUM FOR THE RECORD

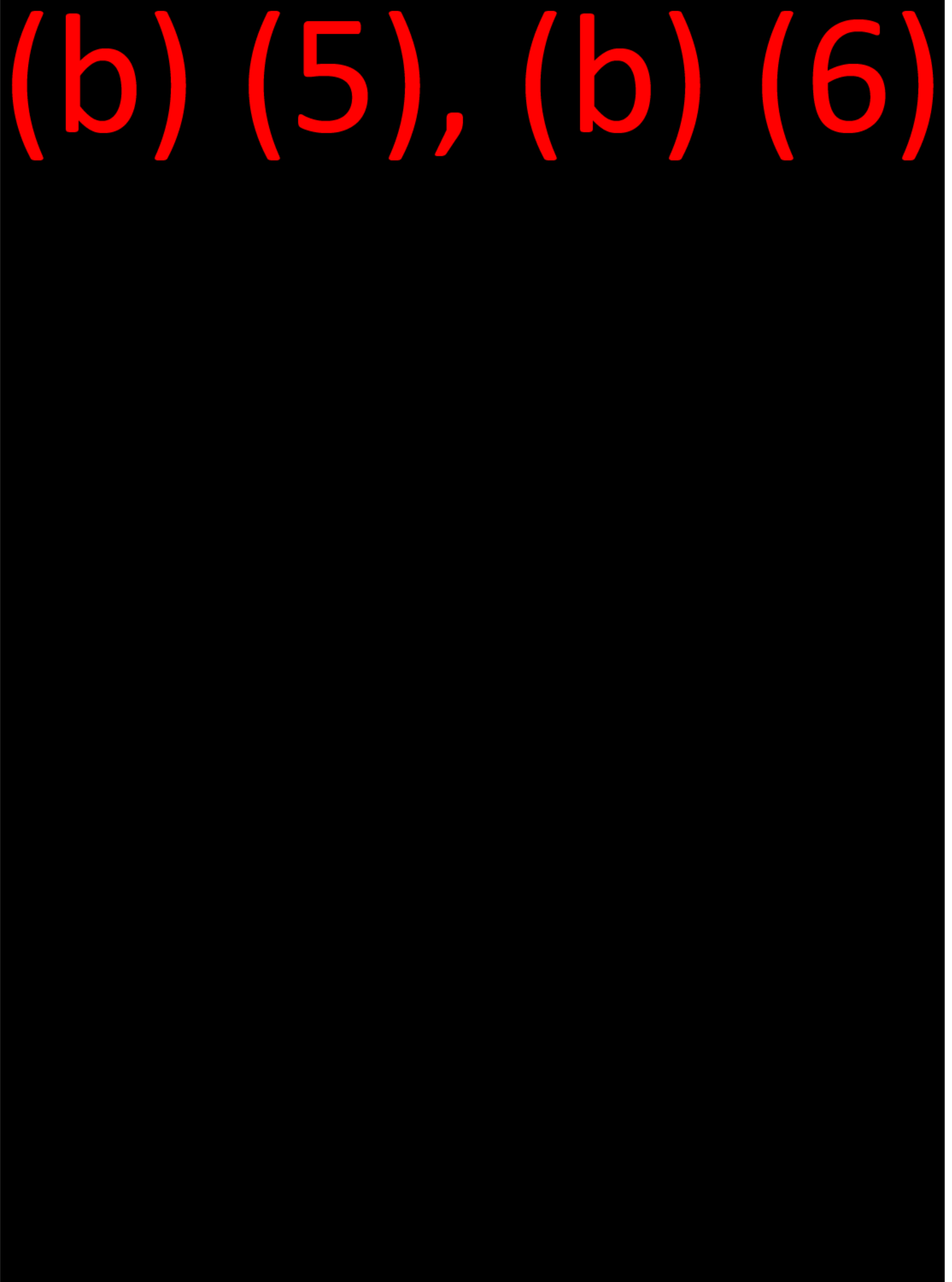
(b) (2), (b) (6)



(b) (2), (b) (6)



(b) (5), (b) (6)



From: (b) (6)

Sent: Monday, August 10, 2020 5:28 PM

To: (b) (6)

(b) (6)

Cc: (b) (6) (b) (6)

Subject: Re: Request for Interview

Dear (b) (6)

This is useful. I have a few follow-up questions.

Yes, I would like to know the processes and procedures for this investigation. I understand my role. What else and who else is involved?

If I can have representation does that mean I can have another person present for the interview as a witness?

I look forward to (b) (6) comments about what information and materials he will need for the interview.

Thanks.

(b) (6)

From: (b) (6)

Sent: Monday, August 10, 2020 5:23 PM

To: (b) (6)

(b) (6)

(b) (6)

Cc: (b) (6) (b) (6)

Subject: RE: Request for Interview

(b) (6)

Can you please inform me of all of the processes and procedures involved in this situation?

- I am not sure what you mean by all the processes and procedures in this situation? You were previously provided all your options by HR. Each of those options have their own process and procedure. If you mean the process and procedure for this investigation. Your only responsibility is to answer (b) (6) questions and provide him documents he may request.

Should I have representation of some sort? Should I have a lawyer present?

- As stated we cannot advise if you should have representation, but you cannot have a lawyer present during the interview.

What will be necessary at my end for the interview with (b) (6)

(b) (6) will let you know.

What materials and information should I have at hand?

If you are aware of anything relevant please have it. If identified during the interview (b) (6) will let you know.

What is (b) (6) role? On what basis was he selected?

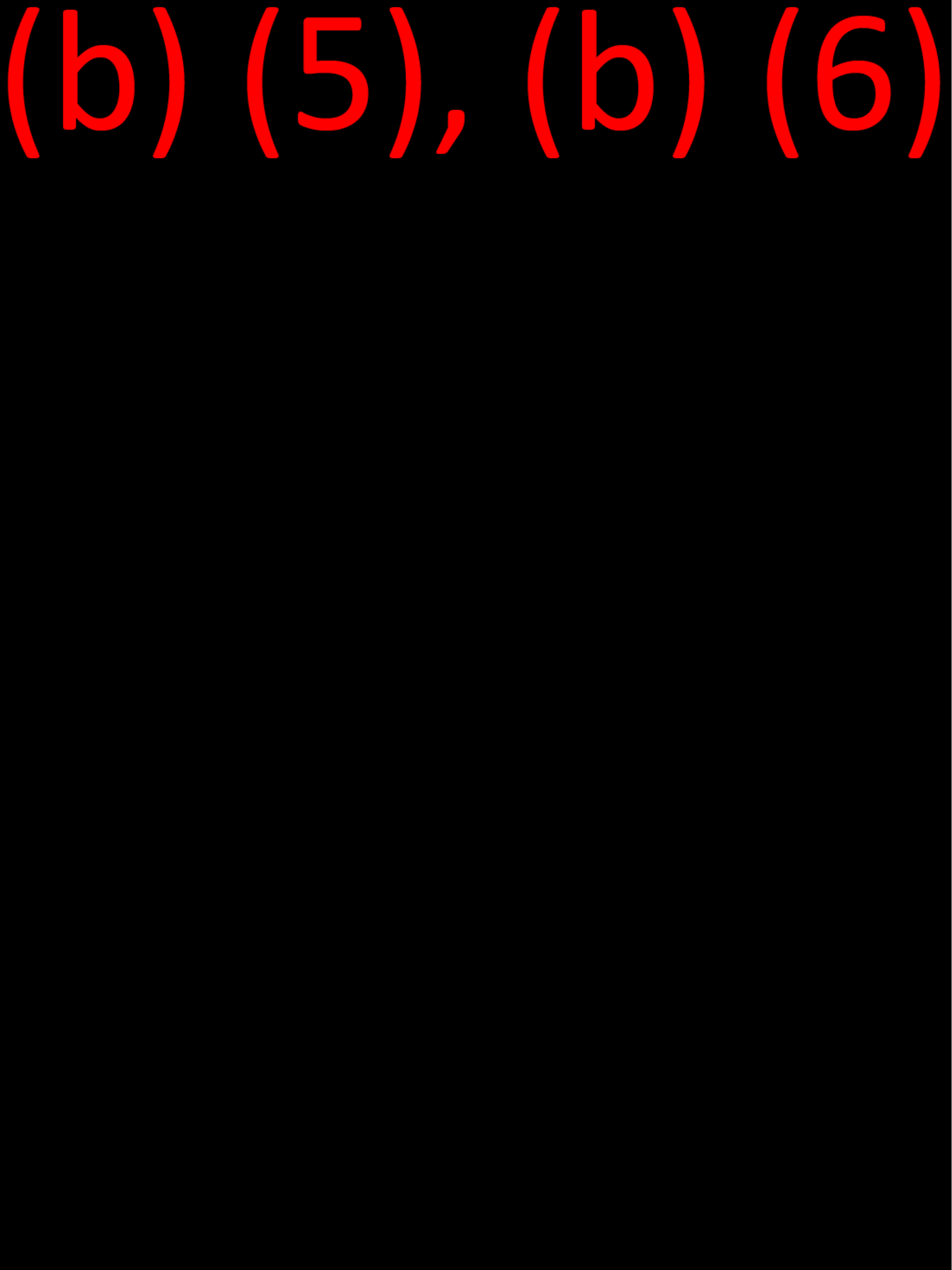
He is an investigating officer appointed by COS by direction of PNWC.

V/r

(b) (6)

(b) (6)

(b) (5), (b) (6)



-----Original Message-----

From: (b) (6)

Sent: Monday, August 10, 2020 4:43 PM

To: (b) (6)
(b) (6)

Subject: Fw: Request for Interview

All,

I thought I had included you in the cc line.

(b) (6)

(b) (6)

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From: (b) (6)

Sent: Monday, August 10, 2020 4:30 PM

To: (b) (6)

Cc:

Subject: Re: Request for Interview

(b) (6)

(b) (6) was appointed by the Naval War College to investigate the complaint you made. His role is to gather the facts surrounding the allegations that you made in your 2 July 2020 email to (b) (6) and others. He must interview you in order to gather the facts as well as determine who else he needs to interview to determine the facts surrounding your allegation.

(b) (6)

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(b) (6)

From: (b) (6)

Sent: Monday, August 10, 2020 4:09 PM

To: (b) (6)

(b) (6)

Cc: (b) (6)

Subject: Re: Request for Interview

Dear all,

Can you please inform me of all of the processes and procedures involved in this situation?

Should I have representation of some sort? Should I have a lawyer present?

What will be necessary at my end for the interview with (b) (6)

What materials and information should I have at hand?

What is (b) (6) role? On what basis was he selected?

Thank you.

(b) (6)

From: (b) (6)

Sent: Monday, August 10, 2020 9:40 AM

To: (b) (6)

Subject: Request for Interview

(b) (6)

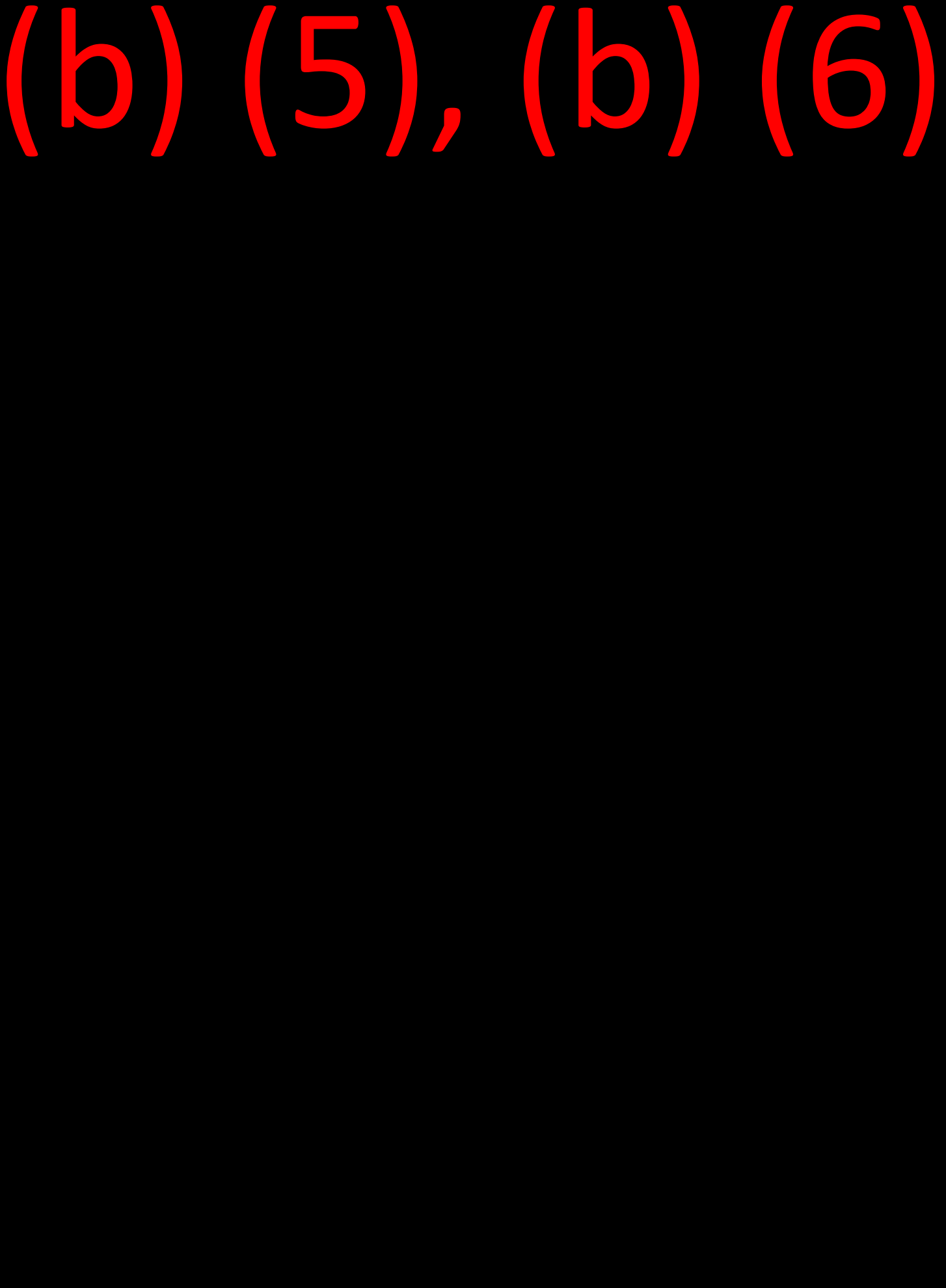
I have been assigned to conduct an inquiry into the issues you raised regarding Nicholas Murray, (b) (6) and (b) (6) in an email dated 02 July 2020. At your convenience, I will need to chat with you via Zoom.

Would you be available to speak sometime on Tuesday or Wednesday morning? If so, please select a time and I will send a Zoom invitation to you. Thanks.

(b) (6)

(b) (6)

(b) (5), (b) (6)



(b) (5), (b) (6)

From: (b) (6)

Sent: Tuesday, August 18, 2020 11:43 AM

To: (b) (6)

Subject: Re: REQUEST FOR INTERVIEW

(b) (6)

Sorry, here is the missing attachment.

How about we plan for your 0900 on Monday on Zoom. If that time works, I will send a Zoom invite to you.

The period in question dates back generally all the way to her first year on staff to the present, but focuses primarily on events leading up and following to her last attempt at tenure and promotion.

(b) (6)

Get [Outlook for iOS](#)

From: (b) (6)

Sent: Tuesday, August 18, 2020 4:50 PM

To: (b) (6)

Subject: Re: REQUEST FOR INTERVIEW

Dear (b) (6)

I am free all day on Monday. Please let me know what works for you.

I did not receive any attachment with your email.

Could you please provide me with more information? What is the time period of the complaint? What is the nature of the alleged bullying?

Sincerely,

(b) (6)

(b) (6)

From: (b) (6)**Sent:** Tuesday, August 18, 2020 10:24:37 AM**To:** (b) (6)**Subject:** REQUEST FOR INTERVIEW

(b) (6)

Per the attached document, I have been assigned as an investigating officer by the Naval War College to inquire into the facts and circumstances surrounding allegations of workplace harassment and bullying that have been made by (b) (6)

I will need to speak with you regarding her allegations. Would it be possible for us to speak sometime next Monday? I am doing the interviews from home via zoom or over the phone. I am physically located in Naples, Italy, so will be six hours ahead of you.

Please advise if Monday works for you and tell me what time is best for your schedule. In the alternative, we could also speak on next Tuesday. We will plan for no more than ninety minutes.

Be advised, you should not speak to (b) (6) or any other member of the department prior to our conversation.

If you have any questions regarding the investigation or my role, you may direct them to (b) (6) or (b) (6). The contact information for (b) (6) and (b) (6) is in the attached appointing order.

Thank you and I look forward to speaking with you.

(b) (6)

Re: Report of Investigation

(b) (6)

Fri 12/18/2020 5:03 PM

To: (b) (6)

Last email from him said he was going to save them in the shared file on the NWC Teams site. I checked and they weren't there. I was able to make contact with him this afternoon. He still has not been onboarded yet in Italy -- said the HRO there was not a well-oiled machine....

(b) (6)

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From: (b) (6)**Sent:** Friday, December 18, 2020 3:12 PM**To:** (b) (6)**Subject:** RE: Report of Investigation

(b) (6)

I did not get anything from him. I was cc'd on his emails concerning DoD Safe, but I didn't download anything.

V/r

(b) (6)

FOR OFFICIAL USE ONLY – PRIVACY SENSITIVE: ANY MISUSE OR UNAUTHORIZED DISCLOSURE MAY RESULT IN BOTH CIVIL AND CRIMINAL PENALTIES.

-----Original Message-----

From: (b) (6)**Sent:** Friday, December 18, 2020 3:11 PM**To:** (b) (6)**Subject:** Fw: Report of Investigation

(b) (6)

I'm working on a memo re this report, but I don't think (b) (6) every provided those last 5 enclosures. Did you receive them? I checked the folder he set up, and they were not in there. I just sent him a note over facebook messenger asking him to email me from his new work email, but I don't expect to hear from him for at least a few days.

(b) (6)

(b) (6)

(b) (6)

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From: (b) (6)
Sent: Wednesday, October 28, 2020 11:55 AM
To: (b) (6)
Cc: (b) (6)
(b) (6)
Subject: Re: Report of Investigation

I still owe you maybe 5 enclosures. I'll drop them into the same folder.

Get Outlook for iOS <<https://aka.ms/o0ukef>> _____

From: (b) (6)
Sent: Wednesday, October 28, 2020 4:42:11 PM
To: (b) (6)
Cc: (b) (6)
(b) (6)
Subject: Re: Report of Investigation

(b) (6)

It worked! I will let you know if I have any questions.

Thank you!

(b) (6)

(b) (6)

(b) (6)

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From: (b) (6)
Sent: Wednesday, October 28, 2020 11:07 AM
To: (b) (6)
Cc: (b) (6)
(b) (6)

(b) (6)

Subject: Re: Report of Investigation

Plan C. Look for an email from my NWC account. It is still active...think I am about to share a folder with you that has the investigation. I think...

Get Outlook for iOS <<https://aka.ms/o0ukef>> _____

From: (b) (6)
Sent: Wednesday, October 28, 2020 3:58:58 PM
To: (b) (6)
Cc: (b) (6)
Subject: Re: Report of Investigation

(b) (6)

Okay -- didn't realize that you had returned to Italy. Heard that they were imposing restrictions there again. Stay safe!

(b) (6)

(b) (6)

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From: (b) (6)
Sent: Wednesday, October 28, 2020 10:41 AM
To: (b) (6)
Cc: (b) (6)
Subject: Re: Report of Investigation

I'm in Italy. She's in an online meeting at the moment, will be able to try shortly.

Get Outlook for iOS <<https://aka.ms/o0ukef>> _____

From: (b) (6)
Sent: Wednesday, October 28, 2020 3:39:20 PM
To: (b) (6)
Cc: (b) (6)
Subject: Re: Report of Investigation

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Okay. By any chance are you in the Newport area? If so, you could get permission to go into NWC to do this. If not, can you give us a guesstimate when you will be able to use your (b) (6) laptop to send? Thanks!

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From: (b) (6)
Sent: Wednesday, October 28, 2020 9:35 AM
To: (b) (6)
Cc: (b) (6)
Subject: Re: Report of Investigation

File size on send was good....checked prior to send. Plan B — (b) (6) just started working from home again due to COVID and has a CAC laptop. I will try to log into there and see if I can send with encryption from there.

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From: (b) (6)
Sent: Wednesday, October 28, 2020 2:32:04 PM
To: (b) (6)
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(b) (6)

Negative. File size for all docs in the download is "0." I downloaded just in case, and still received error message. For whatever reason, the data in the documents/files is not uploading.

V/r, (b) (6)

(b) (6)

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3/29/22, 11:46 AM

(b) (6)

From: (b) (6)

Sent: Wednesday, October 28, 2020 5:35 AM

To: (b) (6)

Cc: (b) (6)

(b) (6)

Subject: Re: Report of Investigation

Report and 1-24 resent. I have another link for the rest, but please confirm first that this attempt worked. Thanks.

Password is (b) (6)

(b) (6)

RE: Report of Investigation

(b) (6)

Thu 1/28/2021 2:02 PM

To: (b) (6)

I think it had to do with (b) (6) reaching out to (b) (6) former teaching partners in (b) (6) role as chair (?) of the S&P tenure and promotion committee review process.

(b) (6)

(b) (6)

-----Original Message-----

From: (b) (6)

Sent: Thursday, January 28, 2021 1:56 PM

To: (b) (6)

Subject: RE: Report of Investigation

(b) (6)

Thanks. I sent him an email. Hopefully I hear something soon.

Can you remind of the allegations against (b) (6) I just remember generic bullying by multiple people that included (b) (6) Was there anything else?

V/r

(b) (6)

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-----Original Message-----

From: (b) (6)

Sent: Thursday, January 28, 2021 1:30 PM

To: (b) (6)

Subject: Fw: Report of Investigation

(b) (6)

Can you please reach out to (b) (6)? I have not heard back from him.

FYSA -- evidently (b) (6) was blindsided in a meeting with (b) (6) who asked (b) (6) if she was aware (b) (6) was accused of bullying.

Thanks!

(b) (6)

(b) (6)

(b) (6)

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From: (b) (6)
Sent: Tuesday, January 26, 2021 5:18 PM
To: (b) (6)
Cc: (b) (6)
Subject: Re: Report of Investigation

(b) (6)

COS is asking for the report. Will you please send enclosures (35) - (41) via DoD Safe or via encrypted email as soon as possible?

Thank you!

(b) (6)

(b) (6)

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From: (b) (6)
Sent: Tuesday, January 19, 2021 1:01 PM
To: (b) (6)
Subject: Re: Report of Investigation

We are missing enclosures 35 - 41. Thanks!

(b) (6)

(b) (6)

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From: (b) (6)
Sent: Tuesday, January 19, 2021 12:53 PM
To: (b) (6)
Subject: Re: Report of Investigation

I don't have access to those folders any longer. Thought all was uploaded. Tell me by number or maybe description which enclosures are missing. I have retained a working copy of all the pieces. I'm on deck at Sixth Fleet, but still without a working Navy email. That should solve by weeks end, and can push encrypted email with what's missing.

(b) (6)

On Tue, Jan 19, 2021 at 5:31 PM (b) (6)
<(b) (6)> wrote:

(b) (6)

I wanted to check to see if you are able to send the last set of enclosures to (b) (6) and me?

Thanks!

(b) (6)

(b) (6)

(b) (6)

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(b) (6)

this e-mail message from your computer. Thank you.

From: (b) (6) >

Sent: Wednesday, October 28, 2020 11:55 AM

To: (b) (6)

(b) (6)

Cc: (b) (6)

(b) (6)

(b) (6)

Subject: Re: Report of Investigation

I still owe you maybe 5 enclosures. I'll drop them into the same folder.

Get Outlook for iOS

(b) (6)

From: (b) (6)

(b) (6)

Sent: Wednesday, October 28, 2020 4:42:11 PM

To: (b) (6)

Cc: (b) (6)

(b) (6)

(b) (6)

Subject: Re: Report of Investigation

(b) (6)

It worked! I will let you know if I have any questions.

Thank you!

(b) (6)

(b) (6)

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From: (b) (6)

Sent: Wednesday, October 28, 2020 11:07 AM

To: (b) (6)

(b) (6)

Cc: (b) (6)

(b) (6)

(b) (6)

Subject: Re: Report of Investigation

Plan C. Look for an email from my NWC account. It is still active...think I am about to share a folder with you that has the investigation. I think....

Get Outlook for iOS

(b) (6)

From: (b) (6)

(b) (6)

Sent: Wednesday, October 28, 2020 3:58:58 PM

To: (b) (6)

Cc: (b) (6)

(b) (6)

(b) (6)

Subject: Re: Report of Investigation

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(b) (6)

(b) (6)

401-841-4180

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